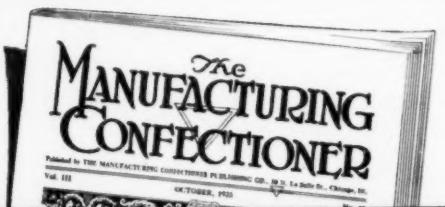




EDITORIAL



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**A Specialized Technical and Commercial Magazine for
Confectionery Superintendents, Purchasing
Agents and Executives**

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Policy

THE MANUFACTURING CONFECTIONER is a specialized publication for manufacturing confectioners exclusively, edited in the interest of the executives in charge of the purchasing, production and sales departments; a medium for the free and frank discussion of manufacturing policies, problems, methods and materials.

The same corresponding policy applies to the advertising pages which are available only to the supply manufacturers for the advertising of products which are used by the manufacturing confectioner—machinery equipment, raw materials and supplies, etc.

Aims

The Manufacturing Confectioner believes in **Sanitary and Hygienic Standards established** for the manufacture and handling of confectionery.

Organization of jobbers and manufacturers in every local zone in the United States with representation in a national body which will be a federation of all local confectionery associations.

Uniform Method of cost finding and accounting.

Pure Food Legislation which enforces a quality standard for confectionery.

Display at Point of Sale

The Nation-wide Candy Display Contest is "going over" successfully, thanks to the faithful few who have pioneered the idea and to the open-minded manufacturers who have cooperated in this movement. It is encouraging to feel the enthusiasm and sincere determination of many loyal confectioners to improve the merchandising methods of the independent retailer through whom the bulk of the output of the commercial confectionery factories is sold.

The display contest plan of enlisting the interested cooperation of retailers is sound and necessary foundation work to insure the success of the forthcoming cooperative candy advertising campaign. Of all the many forms and mediums of consumer publicity the window display is no doubt the most efficient per dollar expended because it is *nearest the merchandise*—at the point of sale.

For instance, newspaper, magazine or billboard copy may be irresistible and create a "buying impulse," but unfortunately the merchandise is not available at the moment such copy is read. Therefore, it is all-important to keep that buying impulse alive till the reader is exposed to the goods. Naturally the window display tie-up is necessary to get value received from any form of "printed salesmanship."

Any plan which will awaken independent retailers to the importance of good window display and stimulate a desire on their part to put up-to-date selling punch in their windows should certainly have the hearty endorsement and cooperation of all manufacturers. This is conspicuously a job which must be done collectively. The cooperative machinery is all organized and working from N. C. A. headquarters. Are you doing your utmost to help your retail distributors make the most of the week of November 9-14?

So What's the Use!

"There never was a product made
(This truth you must confess)
But what some bird could make it worse
And sell his junk for less."

Every food manufacturer, especially, holds a stewardship which embodies a responsibility to the consumer to carefully safeguard the purity and quality of his product. There will always be a profitable, responsive and stable market for honest merchandise.

A Message to Manufacturers About Nation-Wide Candy Display Contest

A cooperative effort to improve the retailing of candy

by V. L. Price

President, National Confectioners Association

(Special to The Manufacturing Confectioner, October 12, 1925)

Better Retailing Biggest Factor in Extending Markets for Candy

TO cope with the changing methods of distribution and the necessary appeal of the retailer to the consumer, there is nothing more important than the display of candy by the retailer frequently and along modern lines, and manufacturers who are wondering what is the matter with the candy business are the ones whose products are not passing into the hands of retailers that are modern in their merchandising methods. Every manufacturer, more or less, realizes this, but he is confronted with a very serious problem as to just how to bring about the proper display of his products by the retailer.

Many of them, of course, are doing things individually but the rank and file of manufacturers are left more or less helpless in the hands of retailers who are indifferent as to that which they do with the candy they buy. *If the merchandising of candy by means of display, window advertising and proper pricing can be improved generally throughout the country then it must necessarily follow that sales and consumption of candy will grow and that manufacturers will know that their products which they have taken so much care to prepare and pack will get a fair chance when they reach the retailer.*

I dare say that there is no manufacturer but that realizes if he could give his candy right display that the sale of it will be increased. Now the question is, how is the manufacturer going to bring this about? Individual efforts, especially on the part of those who sell through the jobber exclusively are most difficult, in fact almost impossible, so it seems that the only way to improve the retailing situation is to do something collectively in a cooperative way and this is what is trying to be accomplished through the medium of the Nation Wide Candy Display Contest.

What the industry needs more than anything else is better salesmanship all down the line. Cut prices accomplish no permanent benefit in

production. As soon as the cut prices are met by competitors everybody is again on an equal basis, and still the problem of the retailer, selling the candy he buys in the right way, is the big problem of the industry.

Pioneering the Idea

We had a late start this year but we felt that it was better to start late than to do nothing at all, because the idea met with the approval of the Executive Committee of the National Confectioners' Association, and at the convention of the association held in Boston in June there were evidences throughout in expressions of the leading confectioners of the country that the big need in the industry was better merchandising by the so-called "Independent Retailer." The things that have already been accomplished have gone beyond our best expectations. It is but natural that an idea of this kind will move slowly, that it will meet with disapproval and doubt of its success and the only way to overcome these is to give practical demonstrations in various localities of that which can be done.

Evidences of Enthusiastic Cooperation

Now there are going to be many evidences in the nature of these practical demonstrations. In fact, in some sections of the country the idea has been thought so well of that amounts of money have been raised that seem almost unreal, but behind these amounts of money there is an enthusiasm on the part of manufacturers, jobbers and retailers that indicates very clearly that they know what they are doing and will get results. Every day we receive from new places information that the contest is being taken up and admissions from those who were at first doubtful that the idea has more in it than they first believed it to have. We will gain from this year's experience much information that is going to be helpful in conducting the next Display Contest. Mistakes are going to be made, of course, but these mistakes will teach us what to do the next time we try.

The Contest Appeals to the Retailer

We cannot see how any manufacturer can overlook the advantages of this contest. The

fact that cash prizes are being offered locally and national prizes to the winners of the local contest makes the idea acceptable to the retailer. He sees a chance to get local publicity and national publicity. He sees also a chance to make a very handsome amount of money and he will see by entering the contest that display is a paying proposition in his own business, and as a result will continue in his efforts to make displays and attract the consumer to his store. Furthermore, there is no doubt but that candy is bought very largely on the impulse and when candy is attractively and prominently displayed it means more purchases and more consumption. **Collective Effort Only Solution to Industry's Errors**

If we are to correct some of the existing bad conditions within our industry we must do something collectively. Other industries have found that only a few can exist profitably through individual effort and that the great majority must get together and cooperate. We sincerely hope that there will be a greater awakening in our industry to the necessity of better display by the retailer, and it is confidently believed that the Nation Wide Candy Display Contest will open the eyes of the industry and that from year to year the contest will grow in importance and benefit.

38 Cities Now Cooperating

From latest reports, the contest is being conducted in the following cities, in addition to the Pacific Coast and New England States and Greater New York, all of which are very thoroughly organized.

Atlanta, Ga.
Altoona, Pa.
Bloomington, Ill.
Boston, Mass.
Buffalo, N. Y.

Chicago, Ill.
Clinton, Iowa
Dayton, O.
Duluth, Minn.
Eau Claire, Wis.

Fort Worth, Tex.	Mount Joy, Pa.
Grand Rapids, Mich.	Natchez, Miss.
Hornell, N. Y.	Newark, N. J.
Hutchinson, Kans.	New Orleans, La.
Indianapolis, Ind.	Oshkosh, Wis.
Jersey City, N. J.	Peoria, Ill.
Kansas City, Mo.	Portland, Ore.
Kenton, Ohio	Rochester, N. Y.
Knoxville, Tenn.	St. Louis, Mo.
Lima, Ohio	St. Paul, Minn.
Louisville, Ky.	Seattle, Wash.
Lynchburg, Va.	Tacoma, Wash.
Memphis, Tenn.	Terre Haute, Ind.
Minneapolis, Minn.	Wheeling, W. Va.

St. Louis has raised a fund of \$5,000 for prizes and advertising the contest—\$1,175 will be given away in St. Louis for prizes. Retailers are divided into two classes, one class consisting of retail manufacturers, syndicate stores, department stores, who will compete for a large silver cup. All the other retail stores will be in the other class competing for cash prizes. In this way the competition is equalized. The jobbers in St. Louis gave \$1,000 to the fund.

Kansas City has raised \$1,500 for local prizes and advertising.

First Announcement on National Prizes

In view of the estimates of the money to be raised, the National Confectioners' Association has announced the following prizes for the winners of the National Contest:

Grand Prize	\$1,000
First Honorable Mention Prize.....	250
10 Honorable Mention Prizes, each ..	100

At least one manufacturer has announced to the trade in general that if the winner of the First Prize has a display of his goods, the manufacturer will give \$100 in addition to the Grand Prize of the Association and \$50 each to the winners of the Second and Third Prizes.

Remember the date—November 9-14





Fundamental Steps of a
Pure Food Foundation
for the Confectionery Industry

Pure candy begins with a clean
conscience—an instinctive desire to
produce and handle confectionery
under the most wholesome, healthful
working conditions.

A survey of sanitary conditions, policies and methods is being made as a basis for drafting a code and manual of cleanliness, sanitation and hygiene for the manufacture and handling of candy. Such a manual will contain suggested standards and methods for the guidance of superintendents in maintaining proper factory conditions. The co-operation of our readers is especially desired.—Editor.

The Building in Which Confectionery Is Manufactured

A consideration of the requirements for sanitation and cleanliness in the candy plant

by *W. E. Brown, M. D.*

Industrial Health Conservancy Laboratories, Cincinnati

GOOD candy can be made in an old building. The methods used may be such as to assure a good product. However, the opportunities for obtaining a good product are decidedly better where the maintenance of clean conditions is easier. One must depend upon his employes to co-operate, and where the building is of such a type as to encourage cleanliness, such co-operation is more easily had. Newer buildings designed with the requirements of sanitation in mind readily lend themselves to the routine of plant cleanliness. Advances have been made in the design and construction of candy plants, embodying those things which will conduce to cleanliness, sanitation and the health of the worker. These protective measures may be projected into a building plan which has as its object the shortening and sim-

plifying of manufacturing processes.

Two considerations have continually governed the preparation of this material. First, a large proportion of candy is now manufactured in old types of buildings. There is every reason to believe that in most instances this will continue to be the case. Second, the perfect plant for manufacturing candy has not yet been achieved. Lessons will be learned and growth and betterment will be attained throughout an indefinite period. The situation today is compiled in this report in a non-technical manner from the materials derived from a first-hand study of the subject, and from the experiences of some of the leading candy manufacturers of

this country. After all, no one can advise more authoritatively than the man who has grown from a one-room candy kitchen through various factories to that extensive establishment,



The Peerless Confectionery Co., Chicago. This factory is rat and vermin proof and is a model of plant cleanliness. Hard candy only is manufactured, which reduces the sanitary hazards to a minimum.

which embodies all of his past experiences. Such individuals have been kind enough to give the author of this article leaves from their notebooks, and this article would not be complete without an expression of appreciation of their interest.

We are primarily concerned with those factors in buildings which concern themselves with the sanitation of the product and the hygiene of the worker. At no time have we lost sight of the fact that a candy factory must pay dividends. It is well borne out that dividends will accrue through the wise introduction of these sanitary and hygienic principles. In the remainder of this paper we will give consideration to the features of the several problems as they are at the present time best being met.

Location of the Building

Many factors must be considered in the choice of building sites. The question of accessibility for employees is important and often is a deciding factor. Naturally, one must have his plant near to the source of labor supply to enable him to secure the needed workers. This usually means that it is necessary to be within easy reach of a street car, steam railway or bus line. Again, it is desirable to be in a neighborhood where there are no other industries, which might cause nuisances in the form of objectionable odors, excessive dust or noise. An important and desirable feature is to have

the building so located that future buildings will not cut off the daylight and cause darkness to predominate in many parts of the building. If a suitable site can be obtained, the placement of the building should be such that proper light be obtained in the parts of the building where the required processes are carried on. As a general rule the building is placed on the lot in such a way as to utilize daylight for as many hours as possible. This may be secured by erecting the building with the long axis extending north and south. It is often impossible to obtain all of these conditions and choice must be made of the most important. The less important will often have to be sacrificed.

Construction of the Building

In this matter the question of expense is frequently the determining factor. Frame structures are becoming less and less in modern buildings. The danger from fire hazards and the question of maintenance have made brick and steel or concrete and steel buildings more popular. Whatever type of exterior be chosen, the most desirable and most used interiors are of such material that smooth surfaces, easily cleaned, predominate. One most important element to be considered in the general structure of buildings is that of maximum window area with proper glass. This latter will be discussed more specifically under illumination. It is important to have fire-proof building materials throughout, and to have fire-proof doors be-



The Cracker Jack Co. was honored in recent years by having its plant selected for an official visit on the occasion of the annual convention of state factory inspectors.



This plant of E. J. Brach & Sons is conspicuously a typical daylight factory of the super-sanitary type which radiates purity. Factory buildings of this type exert a constructive influence and are a great credit to the confectionery industry.



The plant of the Chase Candy Co., St. Joseph, Mo., was designed, as Mr. C. C. Chase says, "with the idea of always keeping it clean. We made this easier than in our old plant of mill type construction by building it of reinforced concrete flat slab construction, floors hardened and ceiling and walls white enameled so that they can easily be washed and kept scrupulously clean."

tween adjoining and connecting parts of the building. This applies equally to stairways. There should also be adequate and well-placed fire escapes.

In the construction of stairways in the candy plant various authorities differ. Some prefer concrete stairs with corrugated plates for treads, others prefer slate treads or some similar material. It should be noted that where corrugations are used the danger from slipping is minimized but at the same time the grooves offer a good place for the accumulation of materials carried on the feet. In many plants the experience seems to be that no matter how frequently the stairs are washed, starch and dirt rapidly accumulate in the corrugations. Safe treads in concrete construction may be had by the admixture of carborundum in small particles with the concrete. Hand railings should be built on all stairways. Adequate provisions for elevators are made in state codes.

Floors

This subject seems to be an open question. Occasionally a candy manufacturer feels that wooden floors are de-

sirable, chiefly because they are easier on the feet of the employes, who must be on them often for hours without a rest. The wooden floor is most difficult to keep clean. It absorbs material spilled upon it as well as the water and cleaning material used to remove such materials. Furthermore, it is not as durable and requires more frequent repair. It also swells and splinters, thus offering an occasional hazard to workers.

The majority of candy manufacturers seem to favor a hard floor with adequate drains, connected directly with the sewers. This type of floor has no cracks or crevices for the breeding of vermin, wild yeast or any other bacteria which may play havoc with your finished goods. It lends itself readily to cleaning and flushing, and where the material is of the proper sort, both as regards floors, walls and ceilings, live steam may be turned into the room and the entire area given a proper sterilization. This is being practiced by some candy manufacturers and is being used routinely by many hotel companies in the care of their kitchens.

This certainly is one of the best methods for obtaining proper cleansing, although many buildings do not lend themselves to it.

As to the floors and the materials used, many compositions are being tried out—ranging from special cements to tiling. The last word has not been said in this regard. Several companies have experimented with contiguous areas of various materials, subjecting each to the same exposure of materials, washing, trucking and employes. Large tiling has been found to be the best by some concerns, while others favor a concrete



The Home of Brecht Chocolates at Denver is of modern sanitary design, well lighted and with plenty of fresh air of the variety which made Colorado famous.



This beautiful new plant of the Williamson Candy Co. is one of the model factories in this industry. No wonder O'Henry is proudly wearing the red star and insignia signifying the endorsement of the Good Housekeeping Bureau of Sanitation and Health.

treated with a water-proof hardener. This, they feel, is readily cleaned, keeps the dust down and is not so slippery for the worker. Whatever may be the difference of opinion regarding the materials used it is generally agreed that floors should be water-tight and as nearly water-proof as possible, withstanding the action of weak acids and alkalies. All corners and baseboards should be rounded without ledging.

Ceilings

These should be of sufficient height in proportion to the size of the room as to afford good distribution of daylight. The material of which the ceiling and side walls are made should be such as to give a smooth surface, easily cleansed, and not destroyed by the use of live steam. One of the great problems in connection with ceilings is the suspension of pipes and shafting. This should be done in such a way that the least possible opportunity is given for the collection of dust and dirt. It is usually advisable to have all pipes thus suspended covered with an insulating material, which is impervious to moisture and on which moisture will not condense with subsequent dripping therefrom. All such suspensions from the ceiling should be so arranged as not to cut off light coming in from windows. The light placement and color of ceilings will be discussed under illumination.

Floor Plans and Workrooms

The general arrangement of these should be made according to the general plan of manufacture. We have observed a few very well planned factories in which the flow of raw material is regular and continuous from the basement by conveyors to the top floor, thence downward floor by floor as they are worked up in the goods in process. Shipments are then made from the first floor level. There are, however, certain general principles which should be observed. In the first place they should be so placed as to use the maximum amount of daylight illumination, and no place in the room should be more than 45 feet from an outside window. This and other factors will be discussed later under separate heads.

Drinking Water

Drinking water is essential for the workers. Lack of drinking water undeniably will affect

the quantity and quality of work. If drinking water facilities are at a distance or provide an unpalatable water, the worker will neglect to drink the proper quantity of water. The best type of drinking water facility is found in the drinking fountain with side delivery, providing water at a temperature of about 52 degrees Fahrenheit. The control should be intermittent

and a non-sputt device should be regularly installed. Since only adults are found in industry the height of fountain should be about 39 inches.

Illumination

The matter of illumination is one of most important details in planning a factory building. It is in this particular that most older

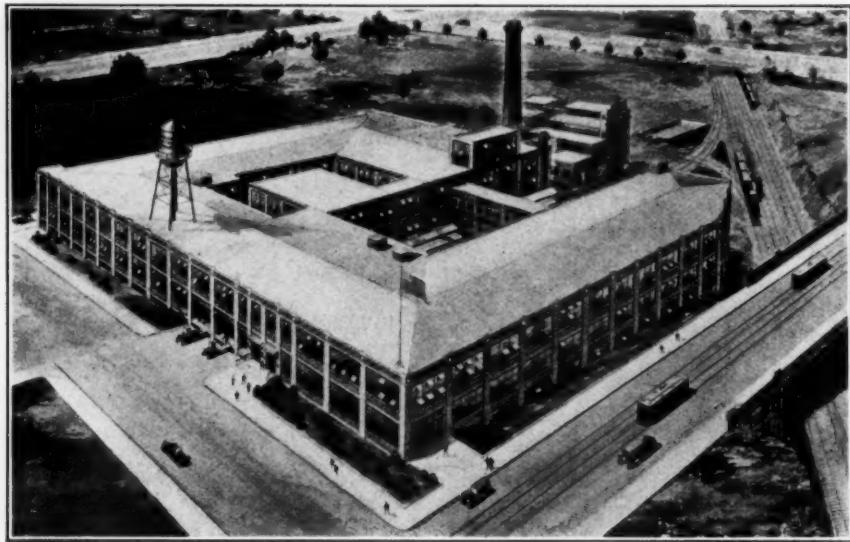
buildings are inadequate. It is all important to introduce as much daylight into a plant as is possible without doing the workers or the product damage by too much direct sunlight. In the first place the building should be so located, if there is the choice, as to have its greatest axis extending in a north and south direction.

The windows should be as close together as possible and should be as high as possible. Wire glass is recommended where daylight is used directly. This or ribbed glass gives better diffusion of light and does away with much of the glare. Where other buildings cut off daylight, prisms may be used to advantage. Opaque shades may be used on windows but should be suspended from the bottom so as to allow the light to come in from above and thus give light to the interior of the room.

The walls of the workroom should be of some soft color, such as gray, in order to reflect light, also to minimize the glare. Using a darker gray on the lower part of the walls and a lighter gray above and on the ceilings, will make the lighting restful to the eye. It is always better to have the workers so placed that the light does not shine directly into their eyes, and also so that they are not working in their own shadows. Often artificial lighting is necessary because of far distant points, or because of the condition or the hour of the day. In order to best arrange such lights for all conditions it is best to have groups of lights in circuits parallel to the windows. Where overhead lights are used a proper reflector increases the efficiency of the light. The intensity of illumination should be worked out for each particular type of work. An illuminometer should be a part of



This small reproduction does not do justice to the beautiful home of "Sweetest Maid Confections," situated on the Midway, St. Paul, Minn. It is an ideal food factory from every standpoint. "Perhaps one of the biggest factors contributing to the purity and high quality of our candies," says Mr. West, "is our system of ventilation and air conditioning which automatically washes the impurities from the air and also controls the temperature and humidity throughout the plant."



Brandie & Smith's new plant at Philadelphia is another model plant—the last word in cleanliness and sanitary construction. Note the lighting facilities.

the equipment of every large candy factory. Glare should always be eliminated.

It has been shown by experiment that proper lighting with adequate and properly placed lights not only spares the workers' eyes but actually increases the efficiency of the worker. A more elaborate discussion of the points brought out above may be found in a very excellent book, "Lighting in Relation to Public Health" (Clark).

Ventilation

This problem is often met to some degree by screening the pivoted sash of the windows. The upper portion of the sash, which swings inward, has its screen on the outside and the lower portion, which swings outward, has its screen on the inside.

The most ideal ventilation, however, is obtained by a properly installed system of air conditioning by which the air is purified and delivered at any desired degree of temperature and humidity. This is accomplished by introducing washed air at fixed points and at a given rate, according to the size of the room, the number of openings, and the number of workers. By the latter method heat may be saved and much dirt and dust be eliminated. By a system of ducts a proper circulation of fresh air of uniform moisture content and temperature is provided in all parts of the room.

This control of atmospheric conditions within the factory is not only ideal from the standpoint of health and morale of the workers, but is also ideal for manufacturing conditions; in fact, almost indispensable where temperature and humidity seriously affect the goods in process. This is especially important in the

chocolate, hard candy and packing departments.

A technical discussion of ventilation requirements and suggested standards has recently been presented by Hayhurst in this publication (The Manufacturing Confectioner, February, 1925, p. 28-29).

Toilets and Lavatories

Toilets should be built as rooms apart from workrooms and with separate ones for men and women. There should be installed at least one toilet stool for every fifteen persons of a given sex. Proper cleansing with soap and water make wall deodorant fixtures unnecessary and undesirable. The equipment should be of a sanitary type with concrete or tile floors so that they may be flushed with a hose. They should have good ventilation and should be on the side of the building having direct access to the outside air.

Sinks for washing the hands should be built outside of the toilet rooms and should be enclosed above a four foot level with transparent glass. Any workers leaving a toilet and not washing their hands will thus be readily detected. All sinks should be so built that running water is available, hot and cold, so that the hands can be washed under flowing water with no accumulation of water in the sink.

Soap dispensing containers are economic and desirable. Individual towel holders should be placed within easy reach of the sinks.

The plumbing in the toilets as in all parts of the building should be properly trapped and connected with the main sewer.

Dressing Rooms

These rooms should be of concrete with individual steel lockers, all of which can be easily

cleaned. The height of lockers should be such as to provide full length hanging of garments. There should be stools or benches for employes to use when changing their clothes. Shower baths should be built in adjoining compartments.

Lunch Rooms

These should be in a separate part of the building away from workrooms and dressing rooms. Their general construction should conform to that of the rest of the factory so far as cleaning and lighting is concerned.

Rest Rooms

The location of such rooms should be away from offices and workrooms. They should be in as quiet a part of the building as possible. The size of the rest room should be determined by the number of employes. Even a small plant should provide some such place where individuals may go for rest instead of going home in case of minor illness. Larger plants should provide rooms ample in size for rest during the noon hour and off hours. They should be large enough for recreational purposes as well as for entertainments and lectures.

Dispensary

In choosing the location for the dispensary it is important to combine accessibility to all parts of the plant, and a very quiet part of the building. This latter is important from the standpoint of medical examinations. The number of rooms may vary with the amount of space available. An ideal arrangement for a large plant is one where four rooms of appropriate size are used. One room is used as a waiting room, a second is for examinations and treatments, a third is reserved for the medical staff office. The fourth may be reserved for sick workers requiring a temporary bed.

In those plants not having a medical department (although this is greatly to be desired) and in small plants with less than 100 employes, space allotted to medical services may be limited to one room. The walls and ceilings should conform to the two-color scheme of the plant. There should be good ventilation, proper lighting, together with hot and cold water facilities.

Offices and Laboratory

Any comprehensive discussion of space re-

quirements for candy factories should include offices and laboratory. Locations of these offer no peculiar problems in sanitation and hygiene. The laboratory should be located so as to use daylight, inasmuch as daylight is required in the reading of various tests. It is obvious that the close work entailed in offices calls for good illumination, both natural and artificial, as well as good ventilation.

Storage

Adequate storage rooms should be provided so that completed work may be taken out at once and thus avoid cluttering of the workroom. Another means of avoiding this clutter is the providing of shelving—not on the window sides—for the temporary storage of finished products. This tends to keep them off the floor.

Wash Sinks

These should be provided in rooms where kettles are used. Live steam and plenty of hot water should be piped to them. In this way kettles, trays and pans may be cleaned at appropriate times.

Screening

All floors less than tenth floor level should be provided with permanent screens for all windows and other openings. The oft encountered notion that flies will not attack candy factory materials is fallacious. One of the troublesome nut parasites produces a night flying moth, which should be kept out of factories through adequate screening.

Summary

The above discussion has simply touched upon the general principles involved in the proper construction of a modern candy factory. There has been no discussion at this time of equipment. It is realized that to conform to most or all of these principles a modern building is essential. However, many older buildings have been made over in part to conform adequately to a great degree. If the proper methods are not used, and if the spirit of cleanliness and sanitation does not hold sway, elaborate equipment and modern buildings will accomplish very little. Better an old building with a spirit of cleanliness than modern buildings with the feeling that "modernness" is a general panacea for uncleanness.



The Bunte Brothers' plant on Franklin boulevard, Chicago, is one of the most ideal candy plants in the country. Note how it is designed and situated to give an abundance of light and fresh air throughout its 450,000 square feet of floor space. A 300-ton refrigerating plant is required to condition the air throughout its manufacturing and storage departments.

Engineering Analysis of Purchasing Department Methods

by Ralph G. Wells

AD ENGINEERING Analysis of Purchasing Department's Methods

The following is a check list used by a successful manufacturer in analyzing the activities of the purchasing department, with a view to reorganizing and placing the work of this department on a more effective basis. Note that this is merely a list of the points to be considered in making such a study.

The answers to many of the points in this list are obvious and will necessarily vary from firm to firm. If readers care to ask questions regarding the best method of handling any of the items enumerated, we should be glad to refer their questions for answer to our staff expert.—EDITOR.

Memorandum of Points to Be Considered in Studying Activities of the Purchasing Department

1. Position of department in the organization. Relation to other departments.
2. What duties other than purchasing handled by the department:
 - (a) Stores
 - (b) Traffic
 - (c) Inspection
 - (d) Accounting records
3. Who determines the grade, quality, type, or brand of commodities to be purchased?
4. Are definite material standards and purchasing specifications established? If so, how and by whom?
5. What steps are taken and what system and methods used to insure that all goods purchased and received are up to standard specifications?
 - (a) Notifying vendor of specifications
 - (b) Inspection of incoming goods
6. Who determines quantities to be bought and date of delivery?
7. Who determines from whom purchases are to be made, prices to be paid, and terms?
8. What factors influence selection of successful bidder?
9. What methods are employed to prevent overstocking yet maintain enough materials on hand without tying up too much capital?
 - (a) Inventory control
 - (b) Planning of material requirements
10. What materials should be purchased in large quantities far in advance of actual consumption? What items should be purchased in small quantities or only as needed?
11. How is the purchasing program for each season planned?
12. Is all purchasing centralized in one department? Are there any exceptions?
13. How is the purchasing department notified of factory requirements?
 - (a) Are requisitions issued by department heads?
 - (b) Requisitions from storeskeeper
14. How are these needs determined and translated into purchase orders?
15. Methods of getting prices, quotations, bids?
16. Methods of issuing purchase orders?
 - (a) How many copies?
 - (b) To whom sent?
17. Who receives incoming shipments?
18. How is the purchasing department notified of receipt of shipments and whether they are up to specifications?
19. What files are kept in the purchasing department?
 - (a) Catalogue file
 - (b) Price list file
 - (c) Record of purchases
 - (d) Records of service rendered by vendors, including quality of shipments, promptness of delivery
20. Are invoices checked against a copy of the original purchase order and against the record of shipments received?
21. Are current prices checked against previous prices?
22. How are shortages and other claims for credit handled?
23. Does the purchasing department issue shipping inspections and handle freight claims?
24. Methods of insuring that discounts are taken advantage of?
25. Methods of seeking new and better goods?
26. Methods of keeping in touch with market?
27. Is there a tickler for future purchases?
28. Number and duties of the personnel of the department?
29. Are all purchase agreements reduced to writing and confirmed by purchase order?
30. The daily program of the purchasing department.
31. Relations with salesmen.
 - (a) Does the purchasing agent see everybody?
 - (b) Opportunities for the display of samples
 - (c) Length of calls
 - (d) Steps taken to insure obtaining what is wanted
 - (e) Methods of securing lowest price
 - (f) Steps to insure prompt delivery
 - (g) Method of obtaining the most favorable terms
32. General purchasing policies.
 - (a) Relative importance of quality, service, price
 - (b) Methods of encouraging competition?
 - (c) Attitude towards new competitors



New Home of Necco Sweets

Work has been started on a new factory for the New England Confectionery Company, to be built on the land bounded by Massachusetts avenue, Lansdowne, Cross and Albany streets, Cambridgeport. It will be the largest candy factory in the world, says the "Boston Transcript" of September 18th. Some companies that make far smaller amounts of candy also manufacture "confectionery" in the form of crackers and cookies and have even larger industrial plants, but none of the concerns devoting its attention strictly to candy making comes up to the size of the present New England factory in South Boston. The new factory will have about one-third more floor space than the present one.

The contract has been awarded by Lockwood, Greene & Company, the architects and engineers of Boston, who have full charge of all features of the project, to Hageman-Harris Company of New York, who will build the buildings. Reinforced concrete will be used and will be faced with brick and limestone on the Massachusetts avenue front. The main manufacturing building, 350x176 feet, will be built in the form of an H and will be six stories high with a basement. The building will be so arranged that additions may easily be constructed from the wings on the Massachusetts avenue and Cross street sides. A power house, 112x46 feet, will be built in one of the courts formed by the H, for boilers, pumps, refrigerating equipment and generators.

Construction of the buildings will be pushed as rapidly as possible, so that they may be ready for occupancy late in 1926. The company will move its entire business to the new plant, where about 1,300 persons will be employed.

The New England Confectionery Company went into its present quarters, owned by the Boston Wharf Company, in 1901, when it was organized by the merger of three old-time confectionery concerns—Wright & Moody, which had been organized in 1860; Forbes, Hayward & Company, organized in 1848, and Chase & Company, organized in 1847. The

Boston Wharf Company built the present buildings for the New England Confectionery Company.

It is interesting to note in connection with Chase & Company that the Encyclopedia Britannica credits Oliver Chase, head of the firm, with having invented the first candy-making machine, used for cutting lozenges and that this form of candy, now characterized as "Necco Wafers" is one of the New England's leading features marketed all over the world. The company manufactures about 500 varieties of candy ranging from five-cent packages to high grade chocolates. As soon as the company is established in its new factory in Cambridge it will still further extend its lines.

The Schmand-Porbeck Candy Company, Little Rock, Ark., have moved into their new \$110,000 factory, which is the most modern of plants in every way. Twenty-seven years ago William Schmand, Sr., started in a small way the manufacture of candies. In 1919 George Porbeck became associated with Mr. Schmand. They have had a steady growth in business ever since. Officers of the company are: President, William Schmand; vice-president and secretary, George F. Porbeck; treasurer, J. E. England. Fred W. Walton has been with the firm the past five years and is their factory superintendent.

The New York State Department of Education will offer during the coming school year at Hunter College, New York City, a free evening teacher training course open to qualified trade and technically trained men and women who wish to prepare themselves for the teaching of trade and technical subjects in the public schools. About fifty occupations are listed, among which is candy making.

J. E. Mason has recently enlarged his candy factory in Searcy, Ark. He does both wholesale and retail business and has associated with him G. R. Wright, formerly of the Schmand-Porbeck Candy Company, of Little Rock.

Increasing Capacity Without Increasing Floor Space

A digest of the experiences of many successful manufacturers

by *Ralph G. Wells*

WITHIN the last few years a well-known firm manufacturing a popular-priced specialty package has experienced a constant increase in sales. The increase came along so fast, however, that the proprietor was very doubtful as to its permanency. He considered it was unwise to assume that it was anything other than a temporary increase.

He Was Not Stampeded

Although the greater volume of orders was in excess of the original capacity of the plant, the proprietor kept constantly in mind the experience of other firms, which had taken too seriously temporary increases in business. He recalled instances where certain houses had suffered because they tied up capital in buildings and machinery that was needed for other purposes. He therefore refused to be carried away by the new prosperity and led into the easy error of moving into a new plant until he was convinced that the growth was going to be a lasting one. Instead he insisted that ways and means be found of increasing the volume of output without tying up additional capital in new equipment or building additions that might later prove a "white elephant" on his hands.

In the beginning some of the staff were inclined to grumble and complain at this attitude when the chief demanded more and more output and yet would not do what seemed to them the easiest and obvious thing. Nevertheless, the owner refused to be swayed from his original decision not to approve suggestions involving the tying up of large sums of money permanently. He stood ready to authorize any reasonable expenditures which could be made from current funds, or which would pay for themselves within a few months or a year. Eventually the staff accepted his point of view, and since then many ways of securing a larger output have been found. At the outset of the growth, when the orders first began to exceed normal production, the first remedy taken was to run over-time. For a while this served the purpose, but it soon began to show its effect upon the regular day force. Production records indicated a proportionate increase during the first three weeks of the overtime schedule. At

the end of the first month the figures began to show an actual decrease in the hourly production record.

Reaction of Overtime

Another month's experience indicated that it would be false economy to allow the regular day force to work overtime for a long continued period. This was in spite of the fact that everybody was paid overtime and that much of the work was on a piece rate. The majority of the workers had been glad of the opportunity to earn extra money, but soon found that they could not keep up the pace after the first few weeks. Some of the better type of employes began to seek new work, and this, together with the decreasing hourly production record, convinced the firm that the overtime did not pay, except in emergencies. Accordingly, arrangements were made to discontinue it and substitute instead an extra shift working during the evening. This was more satisfactory, but difficulty was found in getting the right kind of workers for the night shift. Experienced hands would work evenings for a while, but nearly always quit as soon as they found a day-time job. Bonuses and extra pay were of little avail, especially with the younger people.

Perhaps the greatest handicap in maintaining the extra shift was the legal restrictions on the employment of girls and women after certain hours. Another disadvantage was the fact that after running at night machines were not in as good condition for day work. The evening crew was in too much of a hurry to leave them properly cleaned. Neither was there sufficient opportunity to make the minor repairs and renewals necessitated by the use of equipment for so many hours each day.

Consequently, the firm soon decided that the extra shift should only be used at rare intervals and was not to be thought of as a permanent solution. In fact, the executives of the company are of the opinion that they can get better results during rush periods by arranging to have their regular crews work overtime than by putting on an extra shift.

More Capacity Obtained with New Up-to-Date Equipment

Quite naturally, a step taken concurrently with the growth of business was to replace old

Eighteen Ways of Increasing Plant Capacity Without Increasing Floor Space

Several methods of increasing the productive capacity of a candy plant, without increasing its size, are available to manufacturers. The methods more frequently used are to install machines and equipment of greater capacity, increase the working force, work over-time, or put on an extra shift. These are obvious and are in common practice among all manufacturers when consistent with a stabilized sales increase.

In addition, however, it is possible to secure a marked increase in output, without adding to overhead expense, through the following steps:

1. Have operating staff make a systematic study and survey to determine most economical ways and means of increasing production.
2. Rearrange plant layout to secure steady and direct line flow of product.
3. Reduce loss of time between operations by using automatic conveyors.
4. Study and analyze causes of delay, adopting such remedies as will eliminate them.
5. Plan and schedule work to secure uninterrupted flow of material.
6. Select the best method of performing each operation and adopt as standard.
7. Select employees more carefully.
8. Train old employees as well as new employees thoroughly, teaching them the standard method of performing the operation.
9. Install piece-rates wherever possible.
10. Endeavor to increase the morale and enthusiasm of workers.
11. Provide spare hands to take the place of absentees.
12. Have special cleaning crew, so that operators may devote entire time to production.
13. Have special men to overhaul and adjust machines constantly.
14. Insist on all machines being kept in good condition and not allowed to get out of repair or caked with material.
15. Have all material reach operators in best condition and most convenient position for work.
16. Keep material moving. Do not allow the finished work to accumulate around any work place.
17. Adopt rule of shipping only in standard size lots.
18. Speed up machine operations and movement of materials. Have everything ready in good running order.

Mr. Wells presents a valuable practical discussion of the various factors affecting production capacities.

machines and equipment with those of greater capacity and more modern design, and as a result of this the capacity of the plant was increased materially. For a time this increased capacity was equal to the business received, and might have continued so had not the proprietor launched a new campaign for increasing his sales.

Previously little effort had been made to push the sale of this specialty outside of a few nearby states. The increasing demand in the home territory, however, led the sales manager to believe that there were possibilities worth trying out in a wider field. A few trial trips made into other states met with an encouraging response, and repeat orders began to come in from the new localities. This indicated that the candy might prove as popular as in the old territories. It confirmed the opinion on the part of the owner that a systematic campaign to introduce the line into every state within twenty-four hours' shipping radius should be

launched as soon as the plant was ready to handle more business.

A Systematic Study of Factors Affecting Volume of Output

As a preliminary to this plan of expansion it was necessary to find out just what the maximum capacity of the existing plant was and whether further increases in the sales could be met without too great an initial outlay. The problem laid before members of the operating staff was that of making a systematic study of the opportunities for increasing still further the daily output.

A committee took up the task somewhat skeptically, but found on investigation that there were a rather surprising number of things which could be done. As an outcome of their investigations, numerous recommendations were made and eventually carried out. Some of these proved quite effective in increasing output and are mentioned above.

Get a Straight Flow of Work from the Kettle to the Packers

Another step adopted in rearranging the floors was to secure the straight line flow of work. Moguls were located on the fourth floor with the cooking equipment and arranged to discharge the centers into the top of a storage hopper located on the floor below. These hoppers feed on to endless belts conveying the centers direct to the coating machines. The coating machines are really a combination of three operations. They tumble the centers through a bath of warm syrup, then under cocoanut sifters or nut droppers as desired, through a short hardening tunnel to the regulation coating machines, thence on to the cooling belts, passing through refrigerating chambers in the usual manner.

At the end of these machines the pieces are transferred to pallets and sent down to the next floor for wrapping and packing. The committee would have preferred to wrap and pack the candy at the end of the pallet coming from the coating machines, but this was impossible because the floor was not long enough. Consequently, the wrapping machines had to be located on the second floor. An effort was made to avoid transferring the pieces to pallets at the end of a machine, but it was found that any satisfactory method of conveying them to the lower floor would require too much space. The pallets pass from the third to the second floor on an automatic elevator.

On the wrapping floor the pallets are taken from the elevator and distributed to the wrapping machines. From these the wrap goods are discharged on to continuous belts which pass in front of girls who pack and seal the assortment in standard size boxes. Each girl drops the sealed boxes on a belt which carries them to a spiral chute that goes down to the next floor. The lower end of this chute is arranged so that it can discharge on to any one of several tables. At these tables boxes are put up in a standard size corrugated board carton, ready for shipment.

A rule adopted as a result of the committee's recommendation was that no shipments of a quantity less than this standard size carton would be made. Dealers wishing smaller quantities must secure their supply from local jobbers. In fact, as an aid to faster production, price preference is given to dealers and jobbers who will accept regular shipments of fairly large quantities.

The works manager states that his ideal is "to shoot every carton direct from the packing room into a freight car or waiting truck and ship immediately to the customer." In fact, only a very small quantity of finished goods

are kept on hand. During dull seasons the factory is kept running practically on full schedule and a reserve stock is built up, but it is stored in outside warehouses. This practice of getting finished goods out of the factory just as soon as possible relieves congestions and helps expedite the flow of work through the plant.

Continuous Flow More Important Than Speed

The rule of keeping everything moving towards the exit has done much to speed up production. Every effort is made to remove causes of delay or excuse for allowing goods to accumulate in any part of the factory. In the words of the manager, "steady, uninterrupted flow of work from operation to operation is more important than speed. Don't give employees any excuse for holding work up. Insist upon their keeping it moving. Once a batch has started through we never allow it to stop until it reaches the shipping room or scrap barrel."

This statement might lead to the inference that little attention is given to speed. On the contrary, the question of speeds has been most carefully studied. Machines, conveyors, and hand operations are speeded up to the limit consistent with good work and continuous operation. These have been stop-watched, but in setting the speed of any machine or the time of any task the principle that "haste makes waste" was kept in mind. Workers are not expected to work at a greater rate of speed than they can maintain all day nor so fast that there is danger of mistakes or mishaps. Neither are machines run faster than operators can work without becoming fatigued. One interruption or accident even of a minor sort can easily cause the loss of more time than is gained by the greater speed.

Analyze All Causes of Delay or Interruptions

In order to eliminate interruptions and delay, a study was made of the causes. A list was prepared of the things which retarded production, caused delay or might lead to interruption. In addition, a record was kept of every delay that occurred during a busy period of several weeks. These were analyzed and wherever practicable a definite remedy or preventative was adopted. A record of all delay causes is still maintained and serves to indicate change and improvement needed.

This plant is a good illustration of the application of the "non-stop production" method to candy manufacturing. Every effort has been made to avoid delay and to have everything ready that there may be no hold-ups. Work is kept moving steadily. Furthermore, a rather nice timing of the entire production pace is required. No part can go more rapidly than any

other section. If an operation slows up, then jobs following it must wait for material and work places preceding become clogged because the work is not taken out of the way.

Keeping Equipment in Condition

A factor in the smooth flow of work is the condition of machines. Not only must machines and equipment be kept in good running order, but they must be kept clean and free from accumulation of material. In this plant the superintendent finds that it saves time, and therefore enables him to get out more work per machine, to have special men in each department whose duty it is to keep machines clean.

The plant consisted of five floors, the first of which was used for receiving and shipping, together with the office. The second floor was given over principally to storage of raw material and some packing. On the third floor were located the moguls and enrobers, while on the fourth floor were to be found the usual cooking equipment, work tables, etc. Above this was the fifth floor, which was really little more than a half story, but had been utilized for bulk storage and miscellaneous work rooms.

How Floor Space Was Conserved and Savings Made in Material Handling

The first change recommended was to economize on the space required for the storage of raw materials. This was accomplished primarily by limiting the quantity of the more bulky items to be carried on hand at any one time. While the purchasing department was to be allowed to buy in as large quantities as requirements warranted and sufficient to secure the lowest price, deliveries were to be scheduled in small quantities at frequent intervals so a minimum of storage space should be required. Where it was necessary to accept delivery of quantities larger than required by current needs, these were to be stored in nearby commercial warehouses.

This change saved considerable space and enabled the consolidation of all raw material stores on the top floor. Here also was located equipment for cleaning and preparing materials, so that they could be delivered direct to departments ready for use. Sugar was placed in a storage hopper which fed into a chute located conveniently near the kettles on the next floor. Syrups and molasses, formerly handled in barrels, were stored in tanks in the basement and fed up by pressure to supply tanks on each floor where they were needed. The sugar pulverizer was located on the top floor, as were also the facilities for cleaning and assorting nuts and fruit. These and other materials were handled in trays or boxes of a size that could be sent down to the lower floors on an automatic elevator which also brought "empties" back.

In various ways economies in the time and in the space required on the lower floors for the handling of raw materials were effected. This saving made it possible to install extra equipment and secure a more effective layout. In this way practically all of the space in manufacturing departments was made available for machines, equipment, and the moving of work in process.

Why Belt Drives Were Eliminated

In rearranging the plant, belt drives were eliminated entirely. The majority of the new machinery was electrically driven by self-contained motors. It was, therefore, not an expensive matter to change over the few remaining pieces of equipment. The removal of all overhead belting and shafting gave greater freedom in arranging conveying belts and chutes for the handling of material. Much time in the handling of material between operations was saved by the installation of automatic conveying equipment to insure the continuous flow of material from place to place.

How the Maintenance Crew Paid Their Way

Operators have their hands full watching the work and seeing that it goes through properly. This is particularly true on enrobers. One man does nothing else but go over the working parts of these machines, wiping them off, making minor adjustments and notifying the foreman and machinist of anything needing attention. Considerable increase in production is gained by keeping the machines running until the last minute, which cannot be done if operators have to stop work some little time before closing in order that they may leave it in good condition. This is avoided by having a special cleaning crew. The experience of this company has been that machines are also kept in better condition.

In addition, members of the cleaning crew can serve as spare hands when regular operators are absent or need to be away from their work for a while. This firm is of the opinion that it is really an economy to have one or two spare hands in every department to fill in whenever an emergency arises. They reduce the loss of production due to delays.

Each Operation Was Studied for Possible Short Cut

Another method adopted to increase the daily output of this plant was that of making a careful study of every operation with a view to finding out if possible a better or quicker method of performing it. Here it was found that the workers themselves were of considerable help. As soon as they realized that the reason of the study was to increase production and not to reduce their earnings, they frequently volunteered suggestions that resulted in marked savings.

By discussing a job at the place where the work was done and including the operator in the conversation, many practical "pros" and "cons" were secured on any method suggested for improvement. Furthermore, this practice aroused the interest of the employees in the drive for greater output and enlisted their active cooperation. They felt that they were being recognized and were a part of it.

When a method had been developed for performing any operation which seemed better than the one in previous use, it was tested thoroughly first, then if it proved to be the best that had yet been developed it was adopted as the standard method. When such a standard method had been adopted, arrangements were made to have all operators become familiar with it. Since a majority were on piece work, they were quick to pick up a new method which promised greater earnings, but not until they were convinced that the firm would not take advantage of their increased speed to cut the piece rate.

In some instances it was necessary to change the rate of pay because improvements in equipment or process had made a definite change in the conditions of the job. As a general rule, such changes were made only after the situation had been explained to the employees individually. In the main they were entirely reasonable so long as they were convinced that they could maintain their average earnings without any increased strain. In setting rates an effort was made to fix those that would, if anything, give employee more earnings. During trial periods or when a change was made to a new rate employees were guaranteed that they would earn as much as under the old rate.

Department foremen find that the training of employees more carefully than in the past has played an important part in securing greater production. The rearrangement of the plant along lines indicated above resulted in releasing for productive purposes floor space that had not been previously utilized. It was possible to install additional equipment and make space for new employees. The changes were made during a dull period and some of the older employees drifted away.

This gave an opportunity for the introduction of a new training method, whereby every new worker was given a few hours' intensive training under the direction of an assistant in the department before he took his place in the regular force. This might take a day or two,

depending on the quickness of the new worker, but it has resulted in his taking hold much more quickly than previously had been the case.

There has also been less spoiled work and not so much tendency for a group to slow down when a new worker is first introduced. It has been found helpful to put older workers through this intensive form of training if at any time they seem to be slacking up in their pace or failing to keep their work up to the standard. Ordinarily, of course, this is not necessary, as a few months' time-study of any worker will generally disclose the reason why he is failing to turn out as much as has been his habit.

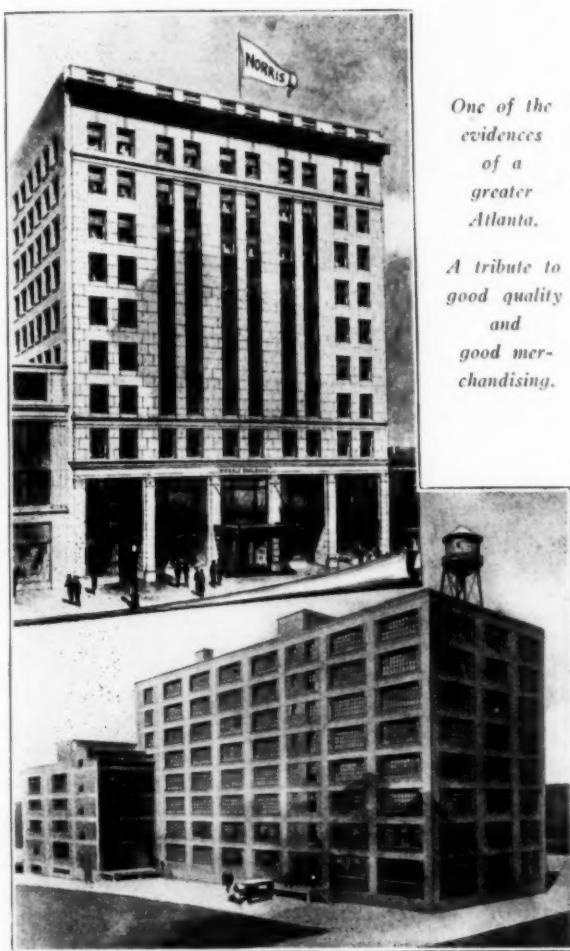
Selecting and Training Factory Workers

Another part of the plan has been the exercising of more care in the selection of applicants. Employment methods have been somewhat revised to make sure that only those workers who had developed the necessary speed and thoroughness are taken on permanently. This is accomplished by hiring workers subject to trial while they are going through the training period. Such restrictions, instead of making it more difficult to get workers, appear to impress the better type of applicants favorably. They seem to feel that when a company is so careful in taking on people that the job must really be worth while.

While many minor changes and improvements have been made, the development of morale is probably one of the greatest factors in this increased production. The idea of more rapid work has been sold to workers through the means of comparative charts and score boards, so that in nearly every department they are as much interested in the day's total as the foreman himself.

Not the least value accruing from these various experiences was the effect on the organization as a whole. As one man expresses it, "even if nothing else had been gained as a result of our efforts to secure increased production at the least expense, it opened our eyes to new possibilities that had never been considered seriously before. Furthermore, the experience has been of great help in the planning of our new building, as we are now more capable of securing the maximum production from the minimum amount of equipment and floor space. Undoubtedly these experiences have enabled us to save a great many dollars in the cost of our new building through economies resulting from methods developed in the old plant."





One of the evidences of a greater Atlanta.

A tribute to good quality and good merchandising.

tory in the rear. According to present plans, it will be completed and ready for occupancy about August 1, 1926.

The offices of Norris, Inc., will occupy the entire ninth floor.

The position of the building to be occupied by Norris, Inc., will enable that rapidly-growing concern to have ample office space to take care of its expanding business, according to officials of the organization.

4-Story Factory Addition Also Under Construction

In conjunction with the Norris Building and their present eight-story factory just in the rear of this office building, a four-story and basement addition is now under construction. The fast-growing business of Norris, Inc., makes this enlargement of their manufacturing plant a necessity.

The growth of Norris, Inc., is one of the romances of southern business, according to those who have watched its expansion during a little more than a decade from a small locally known concern to one whose products now reach into all corners of the nation and into many foreign countries.

From a small building 15x50 feet in 1910 to a factory of 100,000 square feet and 3,000 square feet office space in 1925, Norris takes first place in the sale of package candies in the South and ranks among the largest in the whole country.

"The Norris Company has been able to make this progress," says Frank E. Lowenstein, president of the company, "not only by putting on the market delicious candy, but by packing its products artistically."

A. L. Norris, vice-president, has brought to the concern his wide knowledge of the art of candy making, while Mr. Frank Lowenstein, in his early days a professional designer, has added beauty to the boxes, which delight the eye.

Traveling and studying in Europe extensively, he discovered art treasures, the designs of which now adorn the boxes of Norris' best sellers.

On an old snuff box of the seventeenth century he found a fascinating pattern; while rambling in northern Italy he stumbled upon an ancient fountain, the details of its decoration now appearing on a Norris candy box.

Old book covers in their innate loveliness suggested often to Mr. Lowenstein an idea to be copied. He very much believes in selling art along with sweets.

"Of course," he says, "all good candy is food, still people do not as a rule buy candy for its food value. Most packages of candy are sold for gift giving, directly or indirectly. The greatest amount of pleasure a box of candy gives, the greater its value."

The efficient personnel behind this growing concern, which is helping substantially the ambition of Atlanta to reach the half million mark, includes: F. E. Lowenstein, president; W. M. Lowenstein, vice-president, secretary and treasurer; A. L. Norris, vice-president; J. S. Jetton, sales manager, and Miss Mabel Loeb, advertising manager.

Inset above: 10-story Norris Building (for offices only), under construction. Below: The 8-story Norris factory building, 65x160. Architects have pronounced this Norris plant to be a masterpiece of efficient, safe, well lighted and sanitary building construction. An extension to this present plant is now under construction. Interior is painted white throughout. Every opening is screened.

Norris, Inc.

We are indebted to the Atlanta American and Atlanta Journal for the following interesting news regarding the expansion of Norris, Inc.:

THE Whitehead Realty Company and Norris, Inc., candy manufacturers, announce that construction on a ten-story building to be known as the Norris Building will be begun about January 1 on the property in front of the Norris factory at 223 Peachtree street.

It will have a frontage of 100 feet on Peachtree and will extend back nearly to the eight-story Norris fac-



Opening of New York Cocoa Exchange

Cocoa and Chocolate industries get substantial recognition and big send-off at exercises on occasion of opening of the first exchange in the world for trading in cocoa futures

THE New York Cocoa Exchange, the first institution ever organized to trade in raw cocoa futures, opened for business October 1st at 124-126 Water street, following brief exercises at which officials of neighboring exchanges and bankers welcomed the new-born market to the financial center of the city and predicted a bright future for it. The crowd which attended the opening filled the trading floor and many persons were unable to gain admittance.

Although trading did not begin until 11:30 a. m. the volume of business transacted during the three and a half hours the exchange was open, exceeded the expectations of the most optimistic members. In all, 136 lots of raw cocoa of 30,000 pounds each, with a total value of over \$400,000 were traded in. The first trade was two lots of October offered by F. J. Barrett & Co. at 11 cents a pound and taken by George C. Lee & Co.

The President's Address

Isaac Witkin, president of the exchange, officiated at the opening exercises and told how it had been organized in response to a world-wide need for a market place which would help to standardize the industry, stabilize prices and bring about improvements in the handling and distribution of raw cocoa from the plantation to the factory. The international importance of the new exchange, he said, was attested by the fact that it began business with seventeen foreign members, representatives of the largest and most important interests in the industry abroad; and that many of the other 123 members did business with other prominent raw cocoa firms abroad.

Economic Importance of the Exchange

Ralph Dawson, vice-president of the Guaranty Trust Co., welcomed the advent of the new exchange, saying that it was a splendid thing for the cocoa trade and the bankers who help to finance it. He dispelled a popular misconception in regard to commodity exchanges.

"The opposition which is found in some quarters to the so-called speculative exchanges is based on misconceptions as to their true functions," he said. "They are pictured as not only unproductive, but actually harmful, in that they make possible the artificial manipulation of prices, perhaps to the detriment of producers and consumers of the commodities in question.

"As a matter of fact, the reverse is the case. Instead of representing an economic waste, the exchanges perform highly useful services. Instead of causing wide fluctuations in prices, organized trading tends to diminish them. Such fluctuations as do occur represent the expression of the best opinion of the trade as to its real statistical posi-

tion. An actual comparison of the price movements of any commodity dealt in on organized exchanges with those of a commodity for which no such exchanges exist, affords a convincing proof that organized trading tends to diminish, not to increase, price fluctuations.

"To the individual producer and trade, the exchange presents an opportunity for something which he desires much more than mere speculative gain—namely, freedom from the speculative risks which price fluctuations entail. The function of the speculator is to assume these risks. The exchange, by relieving producers, shippers, importers and manufacturers of the burden, benefits the ultimate consumer as well, through the narrower price margins which this form of price insurance makes possible."

Carl Stoffrigen, president, and William Bayne, Jr., ex-president of the New York Coffee and Sugar Exchange, both felicitated the members upon launching the Cocoa Exchange under such favorable auspices—with 140 of the 150 memberships sold. Mr. Bayne told how the exchange he represented had increased in importance to the coffee and sugar industry and said that the new mart would prove equally valuable to the raw cocoa trade.

Thomas Hale, secretary of the New York Cotton Exchange, conveyed the sincere wishes of Richard T. Harris, president of that institution, for the success of the Cocoa Exchange.

"I know that your exchange can and will perform just as important a function in the raw cocoa industry, as the New York Cotton Exchange does in the commodity in which its members trade," said Mr. Hale. "I can appreciate the necessity for your exchange and I am sure that its opening today will be one of the best things that has ever happened to the industry in which you play so vital a part."

100 Per Cent Growth in Cocoa Industry

President Witkin in his formal address said:

"The world's production of cocoa beans has increased since 1913 from 3,750,000 bags to 7,500,000 bags annually during the past few years, a growth of 100 per cent. The United States for the past decade has been the largest consumer of cocoa beans in the world. Our importations, over 90 per cent of which enter through the port of New York, have increased from 900,000 bags in 1913 to over 2,500,000 bags per year during the past few years, a growth of almost 200 per cent.

"That Europe recognizes New York as the logical center of the world raw cocoa trade is eloquently manifested by the alacrity with which its leading commission houses and cocoa merchants have

joined our exchange prior not only to its opening, but in advance of its detailed knowledge of our creation, organizations and by-laws. Of the 140 members of our exchange, seventeen consist of the leading English, French and German traders, and of the seventy odd firms and corporations represented on our exchange fifteen are foreign houses, thus giving our market at its very inception quite an international color."

E. A. Canalizo, president of the New York Cocoa Clearing Association, said that cocoa in one respect is in a unique position.

"There are five large producing centers of cocoa, scattered over the face of the globe, whose crops run, some currently, and some divergently with one another during the four seasons of the year," he explained. "In the past these producing countries have had to grope in the dark for a barometer of values, whereas henceforth they will all look to the New York market as the center of the world's cocoa trade to gauge its impression of the future, as well as to impress its own influence upon the New York market in determining its market prices.

"Our contract has been so designed that growths and grades of cocoa from regions representing over six million of the world's seven and one-half

million bags at some time or other during the course of a normal year, or even an extraordinary cocoa year, will be delivered on our exchange, making it a broad market in every sense of the word."

The First Sale of Cocoa on the Exchange

The Broad Street Hospital was enriched \$1,025 as a result of the opening of the new exchange. A bag of cocoa donated by Wood & Selick, Inc., which was auctioned off, brought forth some spirited bidding. It was auctioned off for \$500, re-donated and re-auctioned for \$300; re-donated again and finally brought \$225 on its last selling.

The first purchasers were a pool composed of the following brokers: J. A. Aron & Co., William J. Kibbe, E. A. Canalizo & Co., Habicht Braun & Co., Middleton & Co., Lawrence Johnson & Co., Yglesias & Co., F. J. Barrett & Co., and the African & Eastern Trading Co.

On the re-sale of the bag of cocoa the following brokers purchased it: Marconi & Co., Von Dannenberg & Co., C. Schroeter, Emil Peck, George C. Lee & Co., Knust-Tooker, Inc., Zweifel & Co., Hayward & Hart, Stevenson & Wettach, Snyder & Wheeler and Hess & Hamilton. Rockwood & Co. were the final purchasers.

The Official Roster of the New York Cocoa Exchange

The official organization starts off as follows:

Exchange Officers—President, I. Witkin; vice president, W. J. Kibbe; treasurer, A. P. Arosteguy; secretary, R. Cross.

Board of Managers—Isaac Witkin, W. J. Kibbe, A. P. Arosteguy, F. J. Barrett, E. A. Canalizo, M. C. Hill, D. S. L. Lee, F. M. Schall, H. T. McKee, Emil Pick, F. J. Ryan, R. W. Johnson.

Executive Committee—W. J. Kibbe, chairman; E. A. Canalizo; F. J. Barrett, H. T. McKee.

Clearing House Officers—President, E. A. Canalizo; vice president, M. C. Hill; directors, F. J. Barrett, A. Schlerenberg, R. S. Scarburgh, F. K. Nieschlag, F. J. Ryan, G. E. Duffy and Frank A. Allen.

Committee on Commissions—H. T. McKee, chairman; G. Hintz, F. J. Ryan.

Finance Committee—A. P. Arosteguy, chairman; M. C. Hill, R. W. Johnson, D. S. L. Lee.

Committee on Warehouse Weighers, Samplers and Graders' Licenses—F. J. Ryan, chairman; R. Jackson, R. S. Malthaner.

Committee on By-Laws and Rules—E. A. Canalizo, chairman; F. J. Barrett, W. J. Kibbe.

Committee on Business Conduct—A. P. Arosteguy, chairman; D. S. L. Lee, B. B. Peabody.

Committee on Memberships—F. J. Barrett, chairman; E. A. Canalizo, D. S. L. Lee, J. Marcone, F. M. Schall.

Arbitration Committee—M. Rothafel, chairman; R. Von Dannenberg, vice chairman; F. E. Childs, G. Hintz, R. Jackson, T. J. Mahoney, R. S. Scarburgh.

Committee on Information, Statistics and Trade—M. C. Hill, chairman; M. J. Caballeiro; Waldemar Muller, M. Rothafel, R. S. Scarburgh.

Floor Committee—H. W. Hamilton, to serve three months; J. Marcone, to serve two months; G. Hintz, to serve one month.

Spot Quotation Committee—Emil Pick, to serve for five months; W. J. Stevenson, four months; R. Jackson, three months; J. Marcone, two months; L. R. Knust, one month.

Future Quotation Committee—M. Rothafel, to serve five months; R. S. Scarburgh, four months; A. V. Gontard, three months; E. A. Canalizo, two months; G. Hintz, one month.

Publicity Committee—E. A. Canalizo, chairman; Rutger Bleeker, L. R. Knust, T. J. Mahoney, Fred A. Zweifel.

Board of Cocoa Graders—R. S. Malthaner, L. R. Knust, Joseph Marcone, F. K. Nieschlag, William J. Stevenson, C. A. Scholtz, George P. Reinberg.

Members of the Cocoa Exchange

The membership as listed at present (as of October 2, 1925) includes the following members and firms:

J. Aron—J. Aron & Co., 95 Wall street.

A. P. Arosteguy—J. J. Julia & Co., 4 Stone street.

Maxine Adda—Ravencroft & Co., Galveston, Texas.

Adrien Alcon—Alcon & Co., Paris, France.

Leopold Bache—J. S. Bache & Co., 42 Broadway.

R. G. Baiter—R. G. Baiter, 4 Hanover Square.

Frank J. Barrett—F. J. Barrett & Co., 87 Front street.

Cuyler Bleeker—Rutger Bleeker Company, 80 Wall street.

Rutger Bleeker—Rutger Bleeker Company, 80 Wall street.

Jas. Blumenthal—Blumenthal Brothers, Margaret and James streets, Bridesburg, Philadelphia.

Georges Blum—E. & G. Blum, Paris.

France.

Carl K. Braun, Habicht, Braun & Co., 161 Hudson street.

Chas. W. Butcher—W. R. Grace & Co., 7 Hanover square.

A. P. Calvet—Pablo, Calvet & Co., 7 Hanover square.

M. Calvet—Pablo, Calvet & Co., 7 Hanover square.

Dewitt C. Campbell—Middleton & Co., 66 Broad street.

E. A. Canalizo—E. A. Canalizo & Co., 142 Pearl street.

M. J. Caballeiro—Yglesias & Co., 29 Broadway.

Jan. J. Carlee—E. A. Canalizo & Co., 142 Pearl street.

Frank D. Clearman—Snyder & Wheeler, 128 Pearl street.

Frank E. Childs—F. E. Childs & Co., 75 Front street.

E. H. Cleverly—E. H. Cleverly, Produce Exchange.

S. T. Coyne—Rayner & Stonington, 80 Wall street.

S. H. Cranston—S. H. Cranston & Co., 19 Park place.

Robt. G. Dale—Andean Trading Co., 132 Front street.

Luis A. Deetjen—Ultramarines Corporation, 25 South William street.

Abram S. Dutcher—Wood & Selick, Inc., 36 Hudson street.

John F. Dengel, Jr.—124 Water street.

Robert Danon—Joseph Danon & Co., 9 Rue Pillet Will, Paris, France.

Goldwaith Dorr—Arnold, Dorr & Co., 93 Front street.

Membership in the New York Cocoa Exchange

(Continued)

M. W. Feingold—J. Aron & Co., 95 Wall street.
 A. L. Funke—Neischlag, Scheerer & Co., 56 Beaver street.
 Alwyn N. Fischel—Stevenson & Wettach, 22 Water street.
 Etienne Fossat—32 Rue de la Bourse, Paris, France.
 S. E. Giudici—S. E. Giudici & Co., 4 Hanover square.
 S. P. Goble—Rockwood & Co., 88 Washington avenue, Brooklyn, N. Y.
 A. V. Gontard—T. Barbour Brown & Co., 87 Front street.
 W. S. Greening—Thomas B. Greening & Co., 389 College street, Toronto, Canada.
 B. L. Holloway—Gillespie & Co. of New York, 49 Broadway.
 H. W. Hamilton—Hess & Hamilton, 82 Beaver street.
 J. E. Hart—Hayward & Hart, 135 Front street.
 H. S. Hayward—Hayward & Hart, 135 Front street.
 O. L. Heinemann—E. A. Canalizo & Co., 142 Pearl street.
 F. J. Helzapfel—Cordillera Commercial Company, 96 Wall street.
 J. J. Heyden—Importadores, Inc., 116 Broad street.
 G. Hintz—Wessels, Kulenkampf Company, 113 Pearl street.
 M. C. Hill—Willard Hawes & Co., Lewis and Seventh streets.
 Lewis Jackson—African Cocoa & Mahogany Company, 222 Lewis street.
 Robert Jackson—Snyder & Wheeler, 128 Pearl street.
 R. W. Johnson—Lawrence Johnson & Co., 108 Water street.
 Wallace T. Jones—Rockwood & Co., 88 Washington avenue, Brooklyn, N. Y.
 Julio J. Julia—J. J. Julia & Co., 4 Stone street.
 Rudolph Koerner—Hassel & Co., Hamburg, Germany.
 G. B. Kulenkampf—Wessels, Kulenkampf Company, 113 Pearl street.
 William J. Kibbe—Snyder & Wheeler, 128 Pearl street.
 Louis R. Knust—Knust-Tooker, Inc., 89 Broad street.
 P. W. Kocher—Neischlag, Scheerer & Co., 56 Beaver street.
 D. S. L. Lee—Middleton & Co., 66 Broad street.
 M. J. Lepingwell—F. E. Childs & Co., 75 Front street.
 Arthur W. Lamborn—Lamborn & Co., 132 Front street.
 Arthur O. Lowry—A. J. Biston & Co., Cotton Exchange Building, Liverpool, England.
 Donald B. Love—George C. Lee & Co., 26 Beaver street.
 Maurice Lehman—Joseph Danon & Cie., 9 Rue Pillet Will, Paris, France.
 H. V. Landsburg—Landsburg & Co., Ltd., London, England.
 H. L. Machado—Yglesias & Co., 29 Broadway.
 T. J. Mahoney—William Schall & Co., 160 Broadway.
 R. S. Malthaner—F. E. Childs & Co., 75 Front street.
 J. Marcone—Marcone & Co., 98 Front street.
 S. R. Massi—Fred A. Zweifel, 132 Front street.
 R. B. Meyer—R. B. Meyer, 62 William street.
 R. G. Morris—African-Eastern Trading Company, 26 Beaver street.
 W. Muller—Daarnhouwer & Co., 67 Wall street.
 H. C. Moses—Wood & Selick, 36 Hudson street.
 Fritz Meyer—Santorquai, 14-17, Hamburg, Germany.
 Wm. B. McGee—Frank J. Barrett & Co., 85 Front street.
 H. T. McKee—R. Von Dannenberg & Co., 82 Beaver street.
 James L. McDonough—Daarnhouwer & Co., 67 Wall street.
 F. K. Neischlag—Neischlag, Scheerer & Co., 56 Beaver street.
 F. E. Nortz—Nortz & Co., 96 Front street.
 B. B. Peabody—T. Barbour Brown & Co., 87 Front street.
 E. Pick—Emil Pick, 67 Wall street.
 John J. Plough—Willard Hawes & Co., Lewis and Seventh streets.
 John W. Parkinson—Daarnhouwer & Co., 67 Wall street.
 J. H. Redding—Niger & Co., 82 Beaver street.
 R. M. Richards—E. A. Canalizo Company, 142 Pearl street.
 F. J. Ryan—Wood & Selick, Inc., 36 Hudson street.
 M. Rothafel—Adolph Hirsch & Co., 63 Park Row.
 R. S. Scarburgh—G. C. Lee & Co., 26 Beaver street.
 F. M. Schall—Wm. Schall & Co., 160 Broadway.
 Carlos Scholtz—Scholtz & Co., 11 Moore street.
 J. H. Scholtz—Scholtz & Co., 11 Moore street.
 C. J. Schramme—Cordillera Commercial Company, 96 Wall street.
 H. A. Schwartz—T. Barbour Brown & Co., 87 Front street.
 H. Sheinhause—H. Sheinhause, 100 Hudson street.
 H. Mart. Smith—W. R. Grace & Co., 7 Hanover square.
 William J. Stevenson—Stevenson & Wettach, 122 Water street.
 Carl H. Stoffregen—Steinwender, Stoffregen Company, 87 Wall street.
 E. H. Stonington—Rayner & Stonington, 80 Wall street.
 J. F. Sweeney—Emil Pick, 67 Wall street.
 Daniel H. Shaw—Willard Hawes & Co., Lewis and Seventh streets.
 A. C. Spencer-Hess—Spencer-Hess & Walter, Inc., 89 Broad street.
 A. Schierenberg—Corn, Schwarz & Co., 15 William street.
 F. Manfred Schwarz—Corn, Schwarz & Co., 15 William street.
 G. C. Tooker—Knust-Tooker, Inc., 87 Front street.
 F. Vandervygn—Curacao Trading Company, 298 Broadway.
 R. Von Dannenberg—Von Dannenberg & Co., 82 Beaver street.
 O. G. Vollmer—C. Schroeter, Inc., 10 Hanover square.
 Victor D. Virnot—D. Virnot Fils, Havre, France.
 Jean D. Virnot—D. Virnot Fils, Havre, France.
 Isaac Witkin—J. Aron & Co., 95 Wall street.
 Frank J. Wolf—Rutger Bleeker & Co., 80 Wall street.
 Livingston Welch—Welch, Fairchild & Co., 135 Front street.
 R. B. Williams—Fred A. Zweifel, 132 Front street.
 Frederick J. Walsh—Thomas Leyland & Co., Readville, Mass.
 August G. Wettach—Stevenson & Wettach, 122 Water street.
 L. F. Yglesias—Yglesias & Co., 29 Broadway.
 Fred A. Zweifel—Smith, Kirkpatrick & Co., 115 Broad street.

Data and conditions pertaining to trading in Cocoa Bean Futures on the New York Cocoa Exchange, Inc.

All contracts for future delivery of Cocoa Beans shall be for 30,000 pounds, each and multiples thereof.

Contract: Sold for.....to..... 30,000 pounds net of cocoa beans (in original shipping bags of average weight(s) customary for the growth) the growth of any country or clime, including new or yet unknown growths, deliverable from warehouse licensed by the New York Cocoa Exchange, Inc., in the Port of New York, between the 1st and last days of.....next, inclusive; the delivery within such time is to be at seller's option, upon notice to the buyer of either five, six, or seven days, as may be prescribed by the Trade Rules; the cocoa is to be of any grade per-

mitted by the Trade Rules; at the price of..... cents per pound, for the Standard grade and growths, with additions or deductions for other grades and growths according to the rates of the New York Cocoa Exchange, Inc., existing on the afternoon of the day previous to the date of the notice of delivery.

Standard Grade and Growths. The standard grade of cocoa beans shall be cocoa, while otherwise sound, defective to the extent of eight percentum by count, and slatey to the extent of ten percentum by count.

The Standard Growths of cocoa beans shall embrace the following:

ACCRA KINDS (Product of British Gold Coast Colony) of the main crop.

BAHIA (Product of Brazil).

SAN THOME, FINE (Product of the Portuguese Island of San Thome).

Variations from Standard Grade and Values Thereof

The following additions to or deductions from the contract price shall apply for variations in grade from the Standard Grade.

For each one-half percentum defective less than eight percentum, an addition of 1 1-2 cents per 100 lbs.

For each one-half percentum defective more than eight percentum, but no more than twelve percentum, inclusive, a deduction of 1 1-2 cents per 100 lbs.; for each one-half percentum defective more than twelve percentum, a deduction of 2 1-2 cents per 100 lbs. No delivery may be made of Cocoa more than fifteen percentum defective. No delivery may be made of Cocoa, the sale of which is restricted on account of quality by the United States Government or any State or Municipal authority.

For each one percentum slatey more than ten percentum a deduction of one per cent per 100 lbs.; except in the case of Sanchez and Haiti cocoa beans, on which no deduction shall be made for excessive slate.

Variations in Growth: The following additions and deductions from the contract price, in addition to the additions and deductions for variations in grade, shall apply on deliveries of cocoa beans listed in the groups below:

Group A. Addition of one-quarter cent (1/4c.) per lb. Ceylon, not below Native No. 1 (the product of Ceylon). Grenada Estates (the product of Grenada). Guayaquil (the product of Ecuador). Java, not below No. 3 (the product of Java). New Hebrides, Light Break Fine (the product of New Hebrides Islands).

Samoa, Light Break Fine (the product of Island of Samoa). Trinidad (the product of Trinidad).

Venezuelans (the product of Venezuela).

Group B Deduction of one-eighth cent (1/8c.) per lb. Cameroon, Fine (the product of Cameroon, Africa). Costa Rican, Fermented (the product of Costa Rica). Grenada, Ordinary (the product of Grenada). Jamaica, Fermented (the product of Jamaica). Panama, Fermented (the product of Panama). Para Up-River (the product of Brazil). Surinam Estates (the product of Surinam).

Group C Deduction of three-eights cent (3/8c.) per lb. Accra Kinds (the product of British Gold Coast Colony of the middle crop).

Group D Deduction of one-half cent (1/2c.) per lb. Sanchez (the product of Santo Domingo). Costa Rican, Ordinary (the product of Costa Rica). Lagos Kinds (the product of Nigeria, of the main crop). Panama, Ordinary (the product of Panama). Para Down-River (the product of Brazil). Surinam, Ordinary (the product of Surinam).

Group E Deduction of three-quarters cent (3/4c.) per lb. Jamaica, Ordinary (the product of Jamaica). Lagos Kinds (the product of Nigeria of the middle crop).

Group F Deduction of one cent (1c.) per lb.

All other growths.

Cocoa shall be receivable and deliverable in the Cities of New York, Hoboken, or Jersey City, only from or at such warehouses as may be approved by the Board of Managers and duly licensed. Nor shall any delivery of cocoa upon contract for future delivery be lawful unless said delivery be from or at a licensed warehouse; except that delivery may be

made ex-ship or ex-dock pursuant to written agreement between the deliverer and the receiver, which shall be lodged with the Secretary of the Exchange.

Hours for Trading. Exchange hours shall be from 10:30 A. M. to 3 P. M. except on Saturdays throughout the year, on which days the hours shall be from 10 A. M. to 12 M.

Trading Differences. Shall be in cents and decimal fractions of a cent, and no transactions in contract shall be permitted wherein the difference in price shall consist of a smaller fraction than one-hundredth of a cent per pound for each pound of cocoa represented by such contract or contracts. One point representing \$3.00 on each contract of 30,000 pounds.

To avoid abnormal fluctuations of price and injurious speculation, incident thereto, trades for future delivery in any month, during any one day, shall not be made at prices varying more than two cents per pound above or below the closing bid price of such month of the preceding business session of the Exchange. Nor shall trades in any month be made in any one day at an advance of more than two cents per pound above the lowest previous price of such month on that day; or a decline of more than two cents per pound below the highest previous price of such month on that day. For the purpose of this rule, the closing bid price shall not be less than the minimum price described therein.

Contracts extending beyond a period of 13 months including the current month, shall not be recognized by the Exchange.

Margins: An original margin of \$300.00 for each contract of 30,000 pounds must accompany the order and be payable to our order in New York Exchange, we reserving the right to call for variation margin whenever the contract shows a depreciation. We also reserve the right to close transactions when margins are exhausted or nearly so without giving further notice.

Commissions: Commission shall be charged and paid under all circumstances, both upon the purchase and sale of contracts for future delivery; and where a "turn" is made (involving two transactions, viz., a purchase and sale), a commission must be charged on both; this rule being equally applicable to extension or transfer of contracts from one month to another.

Upon the delivery or receipt of cocoa, or when a contract is settled by a customer's giving or receiving a transferable notice in fulfillment thereof, a commission shall be charged and paid in addition to that charged for the purchase or sale of the cocoa and shall be not less than the said purchase or sale commission.

Minimum Rates of Commission

for either buying or selling each contract of 30,000 pounds.

	Members Domestic	Rates *Foreign	Non-Members Domestic	Rates *Foreign
Based upon a price				
Below 10c.....	6.25	8.75	12.50	15.00
10c up to 14.99.	7.50	10.00	15.00	17.50
15c and above..	10.00	12.50	20.00	22.50

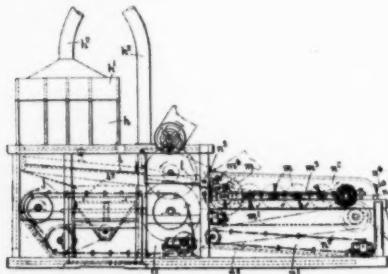
*Residing outside of the United States.

All orders given to or received by members of the New York Cocoa Exchange, Inc., shall in all respects be subject to and in accordance with the By-Laws and Rules of the Exchange.

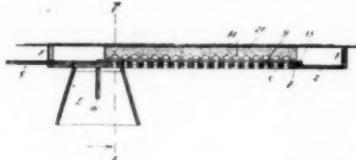


New Patents

1,548,937. Apparatus for Use in Connection With the Manufacture of Confectionery and the Like. Walter Sawford Dye, Norwich, England, assignor to Baker-Perkins Company Incorporated, White Plains, N. Y., a Corporation of New York. Filed March 7, 1925. Serial No. 13,888. 2 Claims. (Cl. 107—44.)



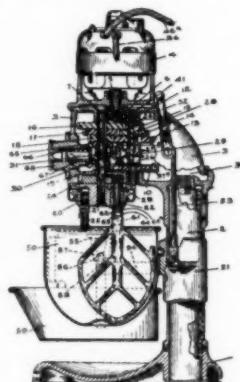
1,548,097. Bonbon-Making Machine. Joseph A. Query, Somerville, Mass., assignor, by mesne assignment, to Walter M. Lowney Company, Boston, Mass., a Corporation of Massachusetts. Filed September 23, 1922. Serial No. 590,193. 4 Claims. (Cl. 107—7.)



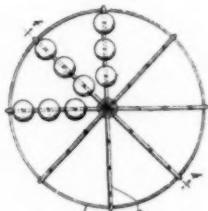
2. In a machine of the kind described, a table having perforations, a slide located under said table and also having perforations adapted to register with the perforations in the table, and a bottomless hopper adapted to move along said table and distribute its contents through said perforations, said slide being adapted to open or close said perforations at will in combination with a plate located below said table having cavities located to register with said perforations whereby material passing through said perforations may be deposited in said cavities.

1,548,041. Mixing Machine. Herbert L. Johnston and Milton K. Akers, Troy, Ohio, assignors to The Hobart Manufacturing Company, Troy, Ohio, a Corporation of Ohio. Filed January 18, 1922. Serial No. 530,152. 2 Claims. (Cl. 259—108.)

1. In a mixing machine, the combination of a bowl support with upwardly projecting pins on the outer ends thereof, and a mixing bowl to be supported thereon, the mixing bowl provided with handles having horizontal flanges with openings therein to receive the pins on the arms for securing and centering the bowl.



1,548,041



1,554,120

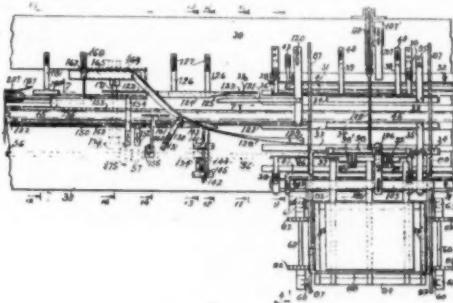
1,544,120. Confection Apparatus. John Tsatsi Zickos and William Tsatsi Zickos, Fulton, Mo., assignors of one-third to Thomas Harrison Grant, Fulton, Mo. Filed September 27, 1924. Serial No. 740,319. 3 Claims. (Cl. 91—60.)

1. An apparatus for constructing ice cream coated confections, comprising a carrier formed with a series of radiating arms, means on each arm to removably support a base with the upper surface of the base entirely free for the application of an edible mass thereto, and a central support by means of which the carrier may be handled.

1. In a confectionery molding machine, spaced trackways for trays, a pivoted tray emptying device interposed between the trackways and operable to successively receive trays one by one from one trackway, empty them and permit them to be discharged to the other trackway, a chute disposed with its longitudinal

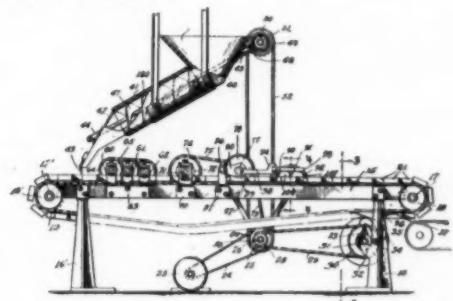
axis transverse to the line of travel of the trays on said trackways to receive the contents of the trays emptied by said device, and means for separating the contents of trays, said means mounted to receive the discharge from said chute and disposed substantially transversely to said chute.

15. In a confectionery molding machine, spaced trackways for trays, a pivoted tray emptying device into which trays are moved from one trackway and out of



which trays are discharged to be delivered to the other trackway, the last named trackway being spaced from said device leaving a gap, slidable members movable in the plane of the second named trackway, operating means for said members to project them across the gap and hold them there while a tray is being discharged from said device and subsequently to draw the tray across the gap into the second named trackway.

1,552,570. Candy-Making Machine. Boudinot Stimson, New York, N. Y. Filed Dec. 6, 1923. Serial No. 678,838. 4 Claims. (Cl. 107—21.)



1. A candy making machine comprising a frame having a hollow bed, through which a cooling medium may be passed, an endless conveyor movable over said bed in close proximity thereto, means for delivering a plastic candy mass upon said conveyor, said conveyor having raised edge elements, sprocket chains at the edges of the conveyor, a plurality of rollers arranged at variable distances, transversely above said conveyor, said rollers progressively decreasing in distance from the first to last, means associated with said rollers by which rotary motion is communicated to them from said chains, means for slitting the mass into bars, and means for cutting the bars into uniform lengths.

4. A candy making machine comprising a frame, a conveyor operable thereover, a receptacle for the candy mass supported over said frame, a chute leading from the receptacle to said conveyor, means in said chute for forcing the mass therethrough, means for dispensing the mass in an adjustable stream upon said conveyor, means for partially cooling the mass in its passage through the chute, means for progressively cooling the mass in its passage on said conveyor, means for leveling the mass to a predetermined thickness, means for slitting the mass on said conveyor into strips, and means for cutting the strips into bars of predetermined length, all of said means being synchronized and power driven from a single source.



The Manufacturing Confectioner's BLUE BOOK SUPPLEMENT

THE purpose of this department is to supply current information which will supplement the data published in The Blue Book in the interim between its annual editions. New products, new sources of supply, new statistics and reference data, corrections, etc., are published in this department to be entered in their proper place in The Blue Book for permanent reference.

Almond Paste and Kernel Pastes (Enter on Page 168, The Blue Book)

The following definitions and standards for almond paste and kernel pastes were adopted by the Joint Committee on Definitions and Standards, composed of representatives of the United States Department of Agriculture, the Association of American Dairy, Food and Drug Officials, and the Association of Official Agricultural Chemists, at its meeting July 13 to 17, 1925:

Almond paste is the plastic product obtained by cooking blanched and ground sweet almonds with blanched and ground bitter almonds, sugar, and water. It contains not more than fourteen per cent (14%) of water nor more than forty per cent (40%) of total sugars expressed as invert sugar.

Kernel pastes are the plastic products obtained by cooking, with sugar and water, the blanched and ground kernels of one or more of the following: Apricots, peaches, plums (prunes). They are free from hydrocyanic acid and contain not more than fourteen (14%) of water, nor more than forty per cent (40%) of total sugars expressed as invert sugar. A kernel paste conforms in name to the kind or kinds of kernels employed in its production.

The foregoing definitions and standards are adopted as a guide for the officials of this department in the enforcement of the Federal Food and Drugs Act.

R. W. DUNLAP,
Acting Secretary of Agriculture.

STATISTICS ON CHOCOLATE AND COCOA INDUSTRY (Enter on page 363 (Not Including Confectionery)

Description of the industry.—Under this classification are included all establishments engaged primarily in the manufacture of the various products of the cacao nut, such as chocolate, cocoa, and cocoa butter. Establishments engaged primarily in the manufacture of chocolate confectionery, however, are classified under the industry designation "Confectionery."

Detailed statistics of products.—Table 5 gives, for the United States as a whole, the values of the principal classes of products as reported for the last three census years, and Table 6 shows values in greater detail, together with quantities for 1923 only, by states. Because of changes in the schedule used in collecting the data, it is impossible to present for 1921 and 1919 statistics comparable with those given for 1923 in Table 6.

TABLE 1.—GENERAL STATISTICS FOR THE UNITED STATES: 1914 TO 1923

	1923 ¹	1921 ¹	1919 ¹	1914 ¹	PER CENT OF INCREASE OR DECREASE (—) ² 1921-1923 1914-1921
Number of establishments.....	58	55	48	36
Persons engaged.....	8,389	8,036	10,287	5,059	4.4 58.8
Proprietors and firm members.....	11	26	21	20
Salaried officers and employees.....	1,502	1,358	1,183	879	10.6 54.5
Wage earners (average number).....	6,876	6,652	9,083	4,160	3.4 59.9
Capital.....	(³)	(³)	\$60,674,737	\$23,684,636
Rent and taxes.....	(³)	(³)	\$6,037,510	\$287,398
Salaries and wages.....	\$11,480,790	\$10,345,171	\$13,308,533	\$3,489,070	11.0 196.5
Salaries.....	\$3,750,852	\$3,066,794	\$4,038,456	\$1,453,472	22.3 111.0
Wages.....	\$7,729,938	\$7,278,377	\$9,270,077	\$2,035,598	6.2 257.6
Paid for contract work.....	\$15,260	\$6,497	\$1,463	\$71,955	134.9 -91.0
Cost of materials (including also fuel and containers).....	\$60,843,057	\$49,134,379	\$101,754,466	\$24,483,303	23.8 100.7
Value of products.....	\$95,531,464	\$81,649,432	\$139,258,296	\$35,712,810	17.0 128.6
Value added by manufacture ⁴	\$34,688,407	\$32,515,053	\$37,503,830	\$11,229,507	6.7 189.6
Primary horsepower.....	47,197	(³)	33,414	19,676
Coal consumed (short tons).....	148,393	(³)	143,933	86,188

¹ No data for establishments with products under \$5,000 in value included for 1923 or 1921; no establishments with products below this limit reported for 1919; data for two such establishments included for 1914. (See "Limitation of statistics to establishments reporting products valued at \$5,000 or more," p. 3.)

² Not computed where base is less than 100.

³ Not called for on schedule.

⁴ Value of products less cost of materials.

Latest Statistics on Confectionery Industry

The official report of last U. S. census of manufacturers

(Enter on page 362, The Blue Book)

TABLE 3.—SIZE OF ESTABLISHMENTS BY VALUE OF PRODUCTS, FOR THE UNITED STATES: 1923¹

CLASS OF ESTABLISHMENTS ACCORDING TO VALUE OF PRODUCTS	ESTABLISHMENTS		WAGE EARNERS		VALUE OF PRODUCTS	
	Number	Per cent distribution	Average number	Per cent distribution	Amount	Per cent distribution
All classes	2,014	100.0	63,485	100.0	\$366,255,785	100.0
\$5,000 to \$20,000.....	702	34.8	1,515	2.4	7,754,456	2.1
\$20,000 to \$100,000.....	713	35.4	6,050	9.5	33,187,079	9.1
\$100,000 to \$500,000.....	438	21.7	19,564	30.8	102,924,406	28.1
\$500,000 to \$1,000,000.....	87	4.3	11,471	18.1	60,854,564	16.6
\$1,000,000 and over.....	74	3.7	24,885	39.2	161,535,280	44.1

¹ No comparable data for previous years.

Description of the industry.—The establishments classified in this industry are those whose principal products are candies and confections, cake ornaments, popcorn balls or cakes, salted nuts, stuffed dates, and similar products, not including chewing gum, for the manufacture of which a separate classification is maintained.

Statistics of products.—No data as to quantities and values of specific classes of confectionery were collected, but the value of the confectionery manufactured has been segregated from that of the miscellaneous subsidiary products other than confectionery and is shown, by states, in Table 5 together with the value of confectionery manufactured as a subsidiary product by establishments classified in other industries. The total value of products, as shown in Tables 1, 3, and 6 includes the values of certain subsidiary products other than confectionery, but does not include the value of confectionery

made as a subsidiary product by establishments classified in other industries.

Decrease in number of establishments.—The number of establishments classified in this industry, as given in Table 1, shows a pronounced decrease for the period 1919-1921, followed by a smaller one between 1921 and 1923. The decline during the earlier of these periods was a result of the change in the minimum value-of-products limit from \$500 to \$5,000. (See "Limitation of statistics to establishments reporting products valued at \$5,000 or more," p. 3.) The decrease between 1921 and 1923 was due in part to the facts (1) that many of the smaller establishments included in the industry for 1921 reported products valued at less than \$5,000 for 1923; (2) that a number of establishments ceased to manufacture confectionery, and (3) that some of those which were included for 1921 reported ice cream or other commodities as their principle products in 1923 and were therefore transferred to the appropriate industries.

TABLE 1.—GENERAL STATISTICS FOR THE UNITED STATES: 1914 TO 1923.

	1923 ¹	1921 ¹	1919 ²	1914 ³	PER CENT OF INCREASE OR DECREASE (—) ⁴	1921-1923	1914-1921
Number of establishments.....	2,014	2,254	3,149	2,317	-10.6	-2.7	
Persons engaged	76,245	74,602	93,982	63,102	2.2	18.2	
Proprietors and firm members.....	1,684	2,106	3,146	2,221	-20.0	-5.2	
Salaried officers and employees.....	11,076	11,492	14,343	9,271	-3.6	24.0	
Wage earners (average number).....	63,485	61,004	76,493	51,610	4.1	18.2	
Capital	(*)	(*)	\$219,634,526	\$86,841,808	
Rent and taxes	(*)	(*)	\$28,403,864	\$3,606,528	
Salaries and wages	\$79,124,278	\$72,016,180	\$85,705,527	\$32,164,863	9.9	123.9	
Salaries	\$24,242,729	\$21,806,079	\$31,244,470	\$11,521,230	11.2	89.3	
Wages	\$54,881,549	\$50,210,101	\$54,461,057	\$20,643,633	9.3	143.2	
Paid for contract work.....	\$49,465	\$246,010	\$1,071,449	\$94,537	-79.9	160.2	
Cost of materials (including also fuel and containers)	\$202,718,714	\$174,071,963	\$252,433,691	\$93,692,526	16.5	85.8	
Value of products	\$366,255,785	\$313,997,573	\$447,726,103	\$153,685,523	16.6	104.3	
Value added by manufacture ⁵	\$163,537,071	\$139,925,610	\$195,292,412	\$59,992,997	16.9	133.2	
Primary horsepower	91,455	(*)	'77,036	'52,379	
Coal consumed (short tons).....	345,975	(*)	346,247	296,626	

¹ Data for establishments with products under \$5,000 in value included for 1919 and 1914 but not for 1923 and 1921. (See "Limitation of statistics to establishments reporting products valued at \$5,000 or more," p. 3.)

² Not called for on schedule.

³ Value of products less cost of materials.

⁴ See footnote 1, Table 4.

⁵ A preliminary summary for this industry was issued under date of Nov. 7, 1924. This report will be included in the final report of the Census of Manufactures, 1923.



NEWS DIGEST

The Brown Candy & Cracker Company of Dallas, Texas, is planning the construction of a two-story building, 90x140, of brick and concrete at Amarillo, Texas, to take care of their business in that section of the state. The estimated cost is \$35,000.

Paul Westphal of San Antonio, Texas, is planning the construction of a candy manufacturing plant at Yoakum, Texas. Construction will start soon.

The Palm Candy Company's factory, Spokane, Washington, has been sold and it is reported that an eastern concern will take over the manufacturing of their candies.

The Bird Cage Candy Company have moved their factory from San Rafael, California, to San Anselmo, California. They are makers of Jeanne's Chocolats, Pru-Nuts and Walnut Creams.

Census of Manufacturers: 1923, Chocolate and Cocoa Products, Confectionery, and Ice Cream, has just been received from Superintendent of Documents, Government Printing Office, Washington, D. C. New York leads in total production, Illinois second, Massachusetts third, Pennsylvania fourth, Ohio fifth, California sixth, Wisconsin seventh. This pamphlet may be had by writing to the Superintendent of Documents and enclosing 5 cents.

The Laura Secord Candy Shops, Toronto, are erecting a new building in Montreal which will double the capacity of their present studio.

The Nunnally Company, Atlanta, Ga., for the first half year of 1925 reports net profits after charges of \$70,112. Last year the amount was \$56,863 for the same period.

H. E. Eggert with Robert A. Oehler and Kate F. Allegretti have bought the assets of the Original Allegretti Company and they will continue the manufacture of Allegretti candies. Mr. Eggert was general manager of the former company and will continue to act as general manager of the new firm.

Curtis Candy Company, Chicago, have bought the four-story plant which they occupy for \$150,000, it is reported.

The Hershey Chocolate Company, Hershey, Pa., have notified all holders of the company's first mortgage sinking fund 6 per cent gold bonds, due 1942, that the company would redeem them Nov. 1, 1925, at 104.

Mirror Candy Company, New York, it is rumored, will soon offer a new issue of securities to finance an expansion of their stores in New York.

NEW INCORPORATIONS

Pauline Candy Co., Ltd., Vancouver, B. C., Canada; capital \$25,000.

French Candies Corp., 4523 Broadway, Chicago; capital \$25,000; Harry Snyder, H. Collins Hay, John R. Bailey.

Shyan Candy Mfg. Co., 2410 W. Chicago avenue; capital \$10,000; Philemon T. Arnosky, Miroslaw Siemens, Frank H. Lally.

Betty Jane Candy Co., Terre Haute, Ind.; capital \$25,000; incorporators: George A. Heise, Albert F. Meyer, Indianapolis, and Herbert F. Meyer, Terre Haute.

Frozen Fruits Confection Co., Boston, Mass.; 1,000 no par value shares; incorporators: James G. Nordstrom, Stephen V. Chadwih, Boston, and Joseph V. Barger, Brockton.

Clark Park Candy Co., 1416 Scotten street, Detroit, Michigan.

Stanton Confy. Corp., New York City; capital \$20,000; Gus Cambas, 36 Clinton street, George Harris and Joseph Barmat, 245 E. Houston street, Manhattan, incorporators.

Charlotte Russé Corp., New York City; capital \$5,000; Wm. Levy, 251 W. 81st street, Gussie Rowell, and Isaac Rubin, 121 Second avenue, New York City, and L. H. Sackin, Avenue D, Brooklyn.

Figola Candy Co., Inc., New York City; capital \$10,000; Ella Frankel, 231 E. 18th street, Wm. C. Funk, 350 Broadway, New York City, and D. Fishman, 1580 Lincoln place, Brooklyn, directors.

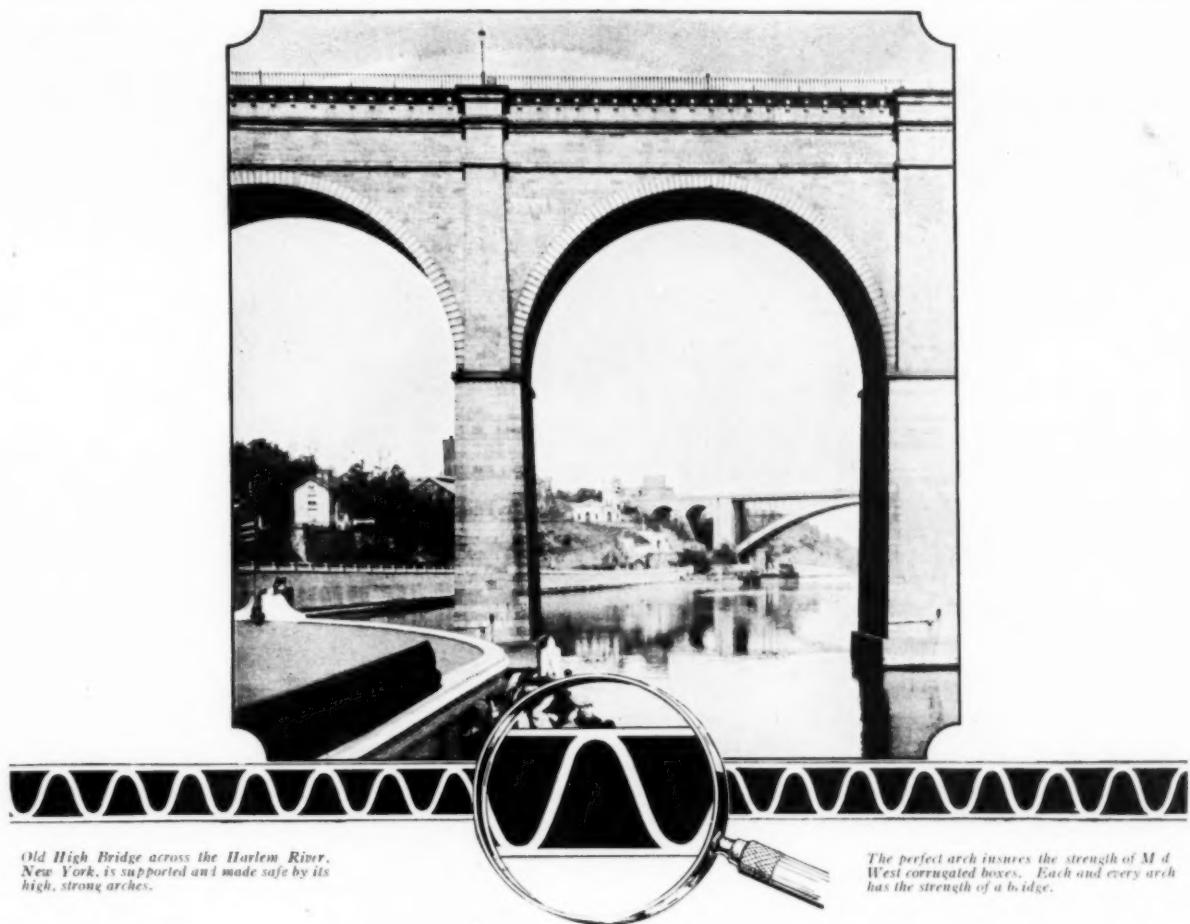
General Chewing Gum Corp., Brooklyn; capital 120 shares non par value, manufacture candy and chewing gum; L. Rivkin, Joseph Lapidus and George Spector, 292 Madison avenue, New York City, incorporators.

William La Poten & Co., Inc., 769 Linden boulevard, Brooklyn; capital \$5,000; Jacob and Fannie La Poten, 769 Linden boulevard, and M. Metz, 548 Hinsdale street, Brooklyn, directors.

Lindt & Sprungli, Inc., New York City; capital \$10,000; chocolate, cocoa and cocoa bean products; Joseph Voltz, Henry Escher, Robert L. Graham, Jr., I. M. Galvert, 14 Wall street, and Charles Spitz, 39 E. 12th street, Manhattan, incorporators.

Seymour-Heiter Co., Inc., New York City; capital \$10,000; confections and bakers' supplies; George W. and Mildred Seymour, 1813 E. Second street, and Joseph P. Heiter, 593 Wyeth avenue, Brooklyn, directors.

Plantation Chocolate Co., Philadelphia; capital \$20,000; J. J. Nahrgang, 4519 N. 5th street; Charles A. Fowler and Charles H. Wildberger.



Old High Bridge across the Harlem River, New York, is supported and made safe by its high, strong arches.

The perfect arch insures the strength of Mid-West corrugated boxes. Each and every arch has the strength of a bridge.

You Can Depend Upon Mid-West Boxes



*The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—
BETTER*

As the arch of the bridge insures protection to the traveler so, proportionately, the corrugated arch construction of the walls of Mid-West boxes protects merchandise from transportation abuses and reduces losses. Mid-West boxes are known to effect savings of from 30% to 70% over wood or cheap paper boxes.

Corrugations are high, strong and resilient, resisting pressure and vibration in a remarkable degree. Heavy demand is a result because shippers invariably learn to depend on these better, stronger boxes to reduce their transportation breakage costs.

Mid-West boxes conform to strictest railroad requirements—only highest test liners are used. They are extra strong on the score lines where most boxes are weak. It is known what Mid-West boxes can do under all conditions. Yes, you can depend upon Mid-West boxes.

Write for Illustrated Package Data Booklet

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CHICAGO
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FAIRMONT, W. VA.



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WHITE-ROBED SAINTS
 AND
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each in their sphere are emblematic of Purity and Beauty undefiled.

Since the dawn of creation
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are made from a product clean
 and sweet, fresh from nature's
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In line with the Sanitary Cam-
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 pack your candies in

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thus guaranteeing that your
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GREAT NORTHERN PAIL CO.
GILLETT **WISCONSIN**

Lindsay Heads Confectioners' Traffic Association in Central West

REALIZING the extreme importance of the transportation and traffic situation of today; on March 3rd, 1925, the Midwest Confectioners' Association Traffic Bureau was formed for the benefit of the candy industry located in the official Classification Territory west of Cleveland and Pittsburgh, the Middle West, Central West, Southeast and the Southwest.

At a meeting of the Executive Committee held in Chicago, July 23rd, the name was changed to the Confectioners' Traffic Association, feeling that this name would be more appropriate than the Midwest Confectioners' Association Traffic Bureau.

Purpose

The object of the Bureau will be to bring about more satisfactory freight rates, classification and improvement in transportation conditions. Very nearly every freight rate in the United States is being attacked and something must be done to prevent any more advances. The situation has become serious, in fact, the candy industry has already been affected to a certain extent, by the extremely high freight rates, and we hope, with the co-operation of the candy industry, that we will be in position to bring about better conditions.

It will be our purpose to handle all cases before the Interstate Commerce Commission, Classification Committees, State Commissions, quote freight rates, routing of freight, handle all disputed claims, auditing of expense bills; in fact, everything pertaining to traffic of every description.

The general tendency seems to be to reduce freight rates and classification on agricultural products and building material, and advancing the freight rates and classification on so-called luxuries. Candy and confectionery are not luxuries, they are articles of food. Therefore, it will be our object to also impress upon the public, generally, the fact that candy and confectionery are food and not luxuries.

It would also be our purpose to co-operate where it is possible to do so with the National Confectioners' Association of the United States and the Traffic Bureau of the Eastern Manufacturers of Confectionery and Chocolate.

Mr. J. P. Garrow of Shotwell Mfg. Co., is Secretary and Treasurer of the Association:

The Executive Committee:

W. C. Lindsay, Chairman, National Candy Company, St. Louis, Mo.

David Dunn, Wm. Wrigley Jr., Company, Chicago, Ill.

E. F. Pine, Bunte Bros., Chicago, Ill.

Logan Pittman, Loose-Wiles Biscuit Co., Kansas City, Mo.

C. J. Bertschy, Eline's, Inc., Milwaukee, Wis.

D. T. Sanderson, Williamson Candy Co., Chicago, Ill.

W. N. Telgman, Curtiss Candy Co., Chicago, Ill.

R. D. Reed, E. J. Brach & Sons, Chicago, Ill.



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